



SAFE SPORT POLICY MANUAL

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Nordiq Alberta Safe Sport Policy Manual

Introduction

Nordiq Alberta has a fundamental obligation and responsibility to protect the health, safety and physical and mental well-being of every member that is involved in the cross-country skiing community.

Nordiq Alberta takes any situation involving misconduct or maltreatment very seriously. For this reason, the Nordiq Alberta is committed to enacting and enforcing strong, clear, and effective policies and processes for preventing and addressing all forms of misconduct or maltreatment.

This Safe Sport Manual has been developed by Nordiq Alberta and adopted by the Organization. These policies are intended to promote a Safe Sport environment in a manner that allows for consistent, immediate, appropriate and meaningful action should any issues arise, but also to prevent issues from arising in the first place by communicating expected standards of behaviour.

Nordiq Alberta recognizes the ongoing development of the Universal Code of Conduct to Prevent and Address Maltreatment in Sport (UCCMS). Nordiq Alberta recognizes the value of aligning its conduct standards with the national standard. Sections of this Manual that are aligned with the UCCMS are indicated with an (*).



PREP Framework

Nordiq Alberta facilitates and supports the implementation of a standardized framework among member organizations. The **PREP** framework is designed to prepare members of Nordiq Alberta to foster safe and inclusive environments that support all members in achieving their ski goals and being Active for Life.

The frame involves these four sections:

1. Policy and Procedure
2. Response
3. Education
4. Prevention

P	R	E	P
Policy and Procedure	Response	Education	Prevention
Universal Code of Conduct	Discipline and Complaints Policy	Anti-Doping & Substance Abuse	Screening
Harassment, Abuse & Anti-Bullying	Dispute Resolution & Appeal	Concussion Protocol	Required Training
Inclusion, Equity & Access	Alternative Dispute Resolution	Social Media	Athlete Protection
Privacy/Confidentiality	Investigation	Accessibility	Risk Management
Volunteer Programs Policy	Discipline		



Section I

Policy & Procedure



Universal Code of Conduct Policy

Nordiq Alberta (NA) recognizes the development of the Universal Code of Conduct to Prevent and Address Maltreatment in Sport (UCCMS). The UCCMS only applies to federally funded sport organizations, and as a division of Nordiq Canada who is federally funded, NA is committed to aligning its standards for behaviour to the national conduct standard.

Sections in this Code of Conduct and Ethics have integrated material from Version 6.0 of the UCCMS and are marked with an asterisk (*).

UCCMS Definitions

1. *The following terms are defined in the [Annotated Version of the Universal Code of Conduct to Prevent and Address Maltreatment in Sport](#):
 - a) Consent
 - b) Disclosure
 - c) Duty to Report
 - d) Grooming
 - e) Maltreatment
 - f) Minor
 - g) Neglect
 - h) Physical Maltreatment
 - i) Power Imbalance
 - j) Psychological Maltreatment
 - k) Reporting (or Report)
 - l) Sexual Maltreatment

Definitions ¹

2. Terms in this Code are defined as follows:
 - a) **Abuse** – Includes Psychological Maltreatment, Physical Maltreatment, Neglect, and/or Grooming of Vulnerable Participants by Persons in Authority and which can have the following warning signs:

¹ The first letter of each word in a defined term is capitalized so that the reader can identify that the meaning of the term is 'different' and that they should interpret what they are reading in accordance with the definition given.



- i. Recurrent unexplained injuries
 - ii. Alert behaviour; individual seems to always be expecting something bad to happen
 - iii. Often wears clothing that covers up their skin, even in warm weather
 - iv. Individual startles easily, shies away from touch or shows other skittish behaviour
 - v. Constantly seems fearful or anxious about doing something wrong
 - vi. Withdrawn from peers and adults
 - vii. Behaviour fluctuates between extremes (e.g., extremely cooperative or extremely demanding)
 - viii. Acting inappropriately younger than their age (like an infant; throwing tantrums)
 - ix. Acting out in an inappropriate sexual way with toys or objects
 - x. Self-harm (e.g., cutting, burning or other harmful activities)
 - xi. Not wanting to be alone with a particular individual
- b) ***Athlete** – An individual who is an athlete participant in NA who is subject to the policies of NA and to this code.
- c) **Bullying** - is offensive behaviour and/or abusive treatment of a participant that typically, but not always, involves an abuse of power. Examples of behaviour that may constitute bullying include, but are not limited to:
- i. Spreading malicious rumours, gossip or innuendos with the intent of causing harm or suffering to a participant;
 - ii. Excluding or isolating a participant socially with the intent of causing them harm or suffering;
 - iii. Making offensive jokes or derogatory comments to a Participant or to others;
 - iv. Yelling, verbally berating or using profanity;
 - v. Assigning unreasonable duties or workload which are unfavourable to a Participant; or
 - vi. Any form of cyber bullying which can include:
 - a) Sending mean or threatening emails or text/instant messages
 - b) Posting embarrassing photos of someone online
 - c) Creating a website to make fun of others
 - d) Pretending to be someone else



- e) Tricking someone into sending pictures or videos or revealing personal information
 - f) Sending personal information (including pictures and videos) about someone else to a third-party
- d) **Discrimination** – Differential treatment of an individual based on one or more prohibited grounds which include race, citizenship, national or ethnic origin, colour, religion, age, sex, sexual orientation, gender identity or expression, marital status, family status, genetic characteristics, or disability.
- e) **Harassment** – A course of vexatious comment or conduct against a Participant or group, which is known or ought reasonably to be known to be unwelcome. Types of behaviour that constitute Harassment include, but are not limited to:
- i) Written or verbal abuse, threats, or outbursts;
 - ii) Persistent unwelcome remarks, jokes, comments, innuendo, or taunts;
 - iii) Racial harassment, which is racial slurs, jokes, name calling, or insulting behaviour or terminology that reinforces stereotypes or discounts abilities because of racial or ethnic origin;
 - iv) Leering or other suggestive or obscene gestures;
 - v) Condescending or patronizing behaviour which is intended to undermine self esteem, diminish performance or adversely affect working conditions;
 - vi) Practical jokes which endanger a person’s safety, or may negatively affect performance;
 - vii) **Hazing** – which is any form of conduct which exhibits any potentially humiliating, degrading, abusive, or dangerous activity expected of a junior-ranking individual by a more senior individual, which does not contribute to either individual’s positive development, but is required to be accepted as part of a team or group, regardless of the junior-ranking individual’s willingness to participate. This includes, but is not limited to, any activity, no matter how traditional or seemingly benign, that sets apart or alienates any teammate or group member based on class, number of years on the team or with the group, or ability;
 - viii) Unwanted physical contact including, but not limited to, touching, petting, pinching, or kissing;
 - ix) Deliberately excluding or socially isolating a person from a group or team;
 - x) Persistent sexual flirtations, advances, requests, or invitations;
 - xi) Physical or sexual assault;
 - xii) Contributing to a poisoned sport environment, which can include:



- a) Locations where material that is discriminatory is displayed (e.g., sexually explicit posters and racial/racist cartoons)
 - b) Groups where harassing behaviour is part of the normal course of activities
 - c) Behaviour that causes embarrassment, awkwardness, endangers a person's safety or negatively affects performance.
 - xiii) Behaviours such as those described above that are not directed towards a specific person or group but have the same effect of creating a negative or hostile environment; and
 - xiv) Retaliation or threats of retaliation against a person who reports harassment to NA.
- f) **Participants** – Refers to all categories of individual members and/or registrants defined in the By-laws of NA who are subject to the policies of NA, as well as all people employed by, contracted by, or engaged in activities with, NA including, but not limited to, employees, contractors, athletes, coaches, instructors, officials, volunteers, managers, administrators, committee members, parents or guardians, spectators, committee members, and Directors and Officers.
- g) **Person in Authority** – Any participant who holds a position of authority within NA including, but not limited to, coaches, instructors, officials, managers, support personnel, chaperones, committee members, and Directors and Officers.
- h) **Vulnerable Participants** – Includes minors and vulnerable adults (people who, because of age, disability or other circumstance, are in a position of dependence on others or are otherwise at a greater risk than the general population of being harmed by Persons in Authority).

Purpose

3. The purpose of this Code is to ensure a safe and positive environment within the programs, activities, and events of NA by making participants aware that there is an expectation, at all times, of appropriate behaviour. NA prohibits discriminatory practices and is committed to providing an environment in which all individuals can safely participate in sport and are treated with respect and fairness.

Application of this Code

4. This Code applies to any participant's conduct during the business, activities, and events of NA including, but not limited to competitions, training sessions, evaluations, treatment or consultations (i.e., massage therapy), training camps, travel associated with organizational activities, the office environment, and any meetings.
5. This Code also applies to participants' conduct outside of the business, activities, and events of NA when such conduct adversely affects NA relationships (and the work and sport



environment) or is detrimental to the image and reputation of NA. Such applicability will be determined by NA at its sole discretion.

6. *This Code applies to participants active in the sport or who have retired from the sport where any claim regarding a potential breach of this Code occurred when the Participant was active in the sport.
7. In addition, breaches of this Code may occur when the participants involved interacted due to their mutual involvement in the sport or, if the breach occurred outside of the sport environment, if the breach has a serious and detrimental impact on the participant(s).
8. Any participant who violates this Code may be subject to sanctions pursuant to the Harassment, Discipline and Complaints Policy. In addition to facing possible sanctions pursuant to the Harassment, Discipline and Complaints Policy, a Participant who violates this Code during a competition may be removed from the competition or training area, and the Participant may be subject to further sanctions.

Persons in Authority and Maltreatment

9. *When they are a Person in Authority, participants are responsible for knowing what constitutes maltreatment. The categories of Maltreatment are not mutually exclusive, nor are the examples provided in each category an exhaustive list. Rather, what matters for the assessment of the Maltreatment is whether the conduct falls into one or more of the categories, not into which category it falls. Abuse, assault, Harassment, bullying, and hazing can be experienced in more than one category of maltreatment.
10. *Maltreatment can be any of the prohibited behaviours and conduct, provided the Maltreatment occurs in any one or a combination of the following situations (The physical location(s) where the alleged Maltreatment occurred is not determinative):
 - a) Within a sport environment;
 - b) When the Participant alleged to have committed Maltreatment was engaging in sport activities;
 - c) When the Participants involved interacted due to their mutual involvement in sport; or
 - d) Outside of the sport environment where the Maltreatment has a serious and detrimental impact on another Participant.
11. *It is a violation of the Code for sport administrators or other Persons in Authority to place Participants in situations that make them vulnerable to Maltreatment. This includes, but is not limited to, instructing an Athlete and coach to share a hotel room when traveling or hiring a coach who has a history of Maltreatment.



Responsibilities

12. All Participants have a responsibility to:
 - a) *Refrain from any behaviour that constitutes Maltreatment, Discrimination, Abuse, or Harassment.
 - b) Maintain and enhance the dignity and self-esteem of other Participants by:
 - i. Treating each other with the highest standards of respect and integrity;
 - ii. Focusing comments or criticism appropriately and avoiding public criticism of Athletes, coaches, officials, organizers, volunteers, employees, or other Participants;
 - iii. Consistently demonstrating the spirit of sportsmanship, sport leadership, and ethical conduct;
 - iv. Acting, when appropriate, to correct or prevent practices that are unjustly discriminatory;
 - v. Consistently treating individuals fairly and reasonably; and
 - vi. Ensuring adherence to the rules of the sport and the spirit of those rules.
 - c) Refrain from the use of power or authority in an attempt to coerce another person to engage in inappropriate activities.
 - d) Abstain from the non-medical use of medications or drugs or the use of Prohibited Substances or Prohibited Methods as listed on the version of the World Anti-Doping Agency's Prohibited List currently in force. More specifically, NA adopt and adhere to the Canadian Anti-Doping Program. NA will respect any sanction imposed on a Participant as a result of a breach of the Canadian Anti-Doping Program or any other applicable Anti-Doping Rules.
 - e) Refrain from coaching, training, instructing, administrating, managing, or being involved in the athletic development of any person who has been found to have committed an anti-doping rule violation and is serving a period of ineligibility imposed pursuant to the Canadian Anti-Doping Program or any other applicable Anti-Doping Rules.
 - f) Reasonably cooperate with the CCES or another anti-doping organization that is investigating anti-doping rule violations.
 - g) Not harass, intimidate or otherwise conduct themselves offensively towards a doping control official or other individual involved in doping control.
 - h) Refrain from the use of power or authority in an attempt to coerce another person to engage in inappropriate activities.



- i) Refrain from consuming tobacco products, cannabis, or recreational drugs while participating in the programs, activities, competitions, or events of NA.
- j) In the case of Minors, not consume alcohol, tobacco, or cannabis at any competition or event.
- k) In the case of adults, not consume cannabis in the Workplace or in any situation associated with the events of NA (subject to any requirements for accommodation), not consume alcohol during training, competitions, or in situations where Minors are present, and take reasonable steps to manage the responsible consumption of alcohol in adult-oriented social situations.
- l) When driving a vehicle:
 - i. Have a valid driver's license;
 - ii. Not be under the influence of alcohol or illegal drugs or substances; and
 - iii. Have valid car insurance
- m) Respect the property of others and not wilfully cause damage.
- n) Promote sport in the most constructive and positive manner possible.
- o) Refrain from engaging in deliberate cheating which is intended to manipulate the outcome of a para-classification, competition and/or not offer or receive any bribe which is intended to manipulate the outcome of a competition.
- p) Adhere to all applicable federal, provincial/territorial, municipal and host country laws.
- q) Comply, at all times, with the By-laws, policies, procedures, and rules and regulations of NA, as applicable and as adopted and amended from time to time.
- r) Report any ongoing criminal or anti-doping investigation, conviction, or existing bail conditions involving a Participant to NA, including, but not limited to, those for violence, child pornography, or possession, use, or sale of any illegal or prohibited substance or method.

Directors, Committee Members, and Staff



13. In addition to section 12 (above), Directors, Committee Members, and staff of NA will have additional responsibilities to:
- a) Function primarily as a Director, committee member or staff member of NA (as applicable) and ensure to prioritize their loyalty to Organization (and not to any other organization or group) while acting in this role.
 - b) Ensure that financial affairs are conducted in a responsible and transparent manner with due regard for all fiduciary responsibilities.
 - c) Comply with the Screening Policy.
 - d) Conduct themselves openly, professionally, lawfully and in good faith.
 - e) Be independent and impartial and not be influenced by self-interest, outside pressure, expectation of reward, or fear of criticism.
 - f) Exercise the degree of care, diligence, and skill required in the performance of their duties pursuant to applicable laws.
 - g) Maintain confidentiality of private organizational information.
 - h) When acting as a Director or Committee Member, respect the decisions of the majority (the Board or a Committee, as applicable) and resign if unable to do so.
 - i) Commit the time to attend meetings and be diligent in preparation for, and participation in, discussions at such meetings.
 - j) Have a thorough knowledge and understanding of all governance documents.

Coaches, Instructors, Trainers, and Athlete Support Personnel

14. In addition to section 12 (above), coaches, instructors, trainers and athlete support personnel have many additional responsibilities. The coach-Athlete relationship is a privileged one and plays a critical role in the personal, sport, and athletic development of the Athlete. Coaches must understand and respect the inherent power imbalance that exists in this relationship and must be extremely careful not to abuse it, either consciously or unconsciously. Coaches, instructors, trainers, and athlete support personnel will:
- a) *Avoid any behaviour that abuses the power imbalance inherent in the coaching position to (i) establish or maintain a sexual relationship with an Athlete that they are coaching, or (ii) encourage inappropriate physical or emotional intimacy with an athlete, regardless of the Athlete's age.
 - b) Ensure a safe environment by selecting activities and establishing controls that are suitable for the age, experience, ability, and fitness level of the Athletes.



- c) Prepare Athletes systematically and progressively, using appropriate time frames and monitoring physical and psychological adjustments while refraining from using training methods or techniques that may harm Athletes.
- d) Avoid compromising the present and future health of Athletes by communicating and cooperating with sport medicine professionals in the diagnosis, treatment, and management of Athletes' medical and psychological treatments.
- e) Support the coaching staff of a training camp, provincial/territorial team, or national team, should an Athlete qualify for participation with one of these programs.
- f) Accept and promote Athletes' personal goals and refer Athletes to other coaches and sport specialists as appropriate.
- g) Provide athletes (and the parents/guardians of Minor Athletes) with the information necessary to be involved in the decisions that affect the Athlete.
- h) Act in the best interest of the athlete's development as a whole person.
- i) Comply with the *Screening Policy*.
- j) Report any ongoing criminal or anti-doping investigation, conviction, or existing bail conditions to NA, including those for violence, child pornography, or possession, use, or sale of any illegal or prohibited substance or method.
- k) Not coach, train, or otherwise support athletes if they use methods or substances prohibited by the Canadian Anti-Doping Program without valid and acceptable justification.
- l) Under no circumstances provide, promote, or condone the use of drugs (other than properly prescribed medications) or prohibited substances or prohibited methods and, in the case of Minors, alcohol, cannabis, and/or tobacco.
- m) Respect Athletes competing for other jurisdictions and, in dealings with them, not encroach upon topics or actions which are deemed to be within the realm of 'coaching', unless after first receiving approval from the coaches who are responsible for the Athletes.
- n) Not engage in a sexual or intimate relationship with an Athlete of any age in which the coach is in a position of trust or authority.



- o) Recognize the power inherent in the position of coach and respect and promote the rights of all participants in sport. This is accomplished by establishing and following procedures for confidentiality (right to privacy), informed participation, and fair and reasonable treatment. Coaches have a special responsibility to respect and promote the rights of participants who are in a vulnerable or dependent position and less able to protect their own rights
- p) Dress professionally and use appropriate language.

Athletes

15. In addition to section 12 (above), Athletes will have additional responsibilities to:
- a) Adhere to their Athlete Agreement (if applicable).
 - b) Report any medical problems in a timely fashion, when such problems may limit their ability to travel, train, or compete.
 - c) Participate and appear on-time and prepared to participate to their best abilities in all competitions, training sessions, and evaluations.
 - d) Properly represent themselves and not attempt to participate in a competition for which they are not eligible by reason of age, classification, or other reason.
 - e) Adhere to any rules and requirements regarding clothing and equipment.
 - f) Dress to represent the sport and themselves with professionalism.
 - g) Act in accordance with applicable policies and procedures and, when applicable, additional rules as outlined by coaches or managers.

Officials

16. In addition to section 12 (above), officials will have additional responsibilities to:
- a) Maintain and update their knowledge of the rules and rules changes.
 - b) Not publicly criticize other officials.
 - c) Work within the boundaries of their position's description while supporting the work of other officials.
 - d) Act as an ambassador of the sport by agreeing to enforce and abide by national and provincial/territorial rules and regulations.



- e) Take ownership of actions and decisions made while officiating.
- f) Respect the rights, dignity, and worth of all participants.
- g) Act openly, impartially, professionally, lawfully, and in good faith.
- h) Be fair, equitable, considerate, independent, honest, and impartial in all dealings with others.
- i) Respect the confidentiality required by issues of a sensitive nature, which may include discipline processes, appeals, and specific information or data about Participants.
- j) Comply with the *Screening Policy*.
- k) Honor all assignments unless unable to do so by virtue of illness or personal emergency, and in these cases inform a supervisor or NA at the earliest possible time.
- l) When writing reports, set out the facts to the best of their knowledge and recollection.

Parents/Guardians and Spectators

17. In addition to section 12 (above), parents/guardians and spectators at events will:

- a) Encourage Athletes to compete within the rules and to resolve conflicts without resorting to hostility or violence.
- b) Condemn the use of violence in any form.
- c) Never ridicule a participant for making a mistake during a competition or training session.
- d) Respect the decisions and judgments of officials, and encourage Athletes to do the same.
- e) Support all efforts to remove verbal and physical abuse, coercion, intimidation, and sarcasm.
- f) Respect and show appreciation to all competitors, and to coaches, officials and other volunteers.
- g) Never harass competitors, coaches, officials, parents/guardians, or other spectators.

Clubs and Districts

18. Clubs and Districts must:



- a) Adhere to all of NA’s governing documents and, where necessary, amend their own rules to comply or align with those of NA.
- b) Pay all required dues and fees by the prescribed deadlines.
- c) Recognize that their websites, blogs and social media accounts may be seen as extensions of NA and must reflect NA’s mission, vision and values.
- d) Ensure that all athletes and coaches participating in sanctioned competitions and events of NA are registered and in good standing.
- e) Appropriately screen prospective employees to help ensure athletes have a healthy and safe sport environment.
- f) Ensure that any possible or actual misconduct is investigated promptly and thoroughly
- g) Impose appropriate disciplinary or corrective measures when misconduct has been substantiated
- h) Advise NA immediately of any situation where a complainant has publicized a complaint in the media (including social media).
- i) Provide NA with a copy of all decisions rendered pursuant to the organization’s policies for complaints and appeals.

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Harassment, Abuse & Anti-Bullying Policy

Preamble

1. Nordiq Alberta is committed to providing opportunities for every individual involved in the sport of cross-country skiing, including para nordic, to enjoy the benefits of participation – be they related to recreation, social interaction, physical fitness, competition, volunteerism or employment. As such, Nordiq Alberta is committed to providing an environment in which every individual is treated with respect and dignity.
2. Every Nordiq Alberta member has the right to participate in the sport free from discrimination. Nordiq Canada strictly prohibits unlawful discrimination, including discrimination based on race, colour, provincial place of origin, ancestry, sex (including pregnancy), religious beliefs, age, physical or mental disability, sexual orientation, gender identity or expression, family or marital status, or any other ground or characteristic protected under applicable provincial/territorial human rights legislation (“Protected Characteristics”).
3. Harassment is a type of discrimination. It is prohibited by the Canadian Charter of Rights and Freedoms and by human rights legislation in every province and territory of Canada. In its most extreme forms, harassment can be an offence under Canada’s Criminal Code. Harassment can also be a result of bullying. NA is committed to a sport and work environment that prohibits discriminatory and bullying practices. Harassment and bullying are unacceptable and will not be tolerated.
4. This policy has been adapted from [Nordiq Canada’s Harassment and Discrimination policy with Complaint Handling and Discipline Procedures](#).

Aim

5. The aim of this document is to state the Nordiq Canada policy on harassment and describe how it will be implemented. Harassment is offensive, degrading and threatening.
6. The Harassment and Discrimination Policy with Complaint Handling and Discipline Procedures are in place to protect all categories of members from a hostile sport and



working environment by creating a process through which individuals can report incidents of alleged harassment and these incidents can be investigated and addressed appropriately.

Definitions

7. Discrimination

a. This policy addresses discrimination as contemplated by the applicable provincial/territorial human rights legislation. Under this policy, “discrimination” is differential treatment based on Protected Characteristics. Discrimination may also be found where a requirement, qualification or factor exists that is not discriminatory on its face but results in the exclusion, restriction or preference of a group of persons who are identified by a prohibited ground of discrimination and cannot be demonstrated to be reasonable and justified in the circumstances.

8. Bullying and Harassment

- a. Harassment may relate to a form of discrimination set out in human rights legislation, but it does not have to. Discriminatory harassment includes harassment related to race, sex, religious creed, colour, national origin, ancestry, disability or medical condition or age.
- b. Bullying and harassment are any behaviour that demeans, embarrasses, humiliates, or verbally abuses a person and that is known or would be expected to be known to be unwelcome. The improper behaviour does not have to be made with the intent to harass or discriminate, to be in violation of this policy.
- c. Prohibited conduct includes but is not limited to the following behaviours:
- i. written or verbal abuse or threats, including swearing;
 - ii. intimidating conduct or gestures;
 - iii. unwelcome remarks, jokes, taunts;
 - iv. unwelcome physical contact;
 - v. vandalism of personal property;
 - vi. abuse of authority which undermines performance or threatens an individual's career;
 - vii. racial, religious or ethnic slurs;
 - viii. practical jokes which cause awkwardness or embarrassment, endanger a person's safety, or negatively affect performance;
 - ix. physical or sexual assault;



- x. unwelcome sexual flirtations, advances, requests for sexual favours, or invitations, whether indirect or explicit;
- xi. unwelcome comments, innuendo, taunting, or questions about a person's looks, body, attire, age, race, religion, sex, sexual orientation, or sex life;
- xii. displays of pornographic, racist or other offensive or derogatory material;
- xiii. leering, whistling, or other suggestive or obscene gestures;
- xiv. condescending, paternalistic or patronizing behaviour which undermines self-esteem, diminishes performance, or adversely affects the environment.
- xv. sexual harassment may be directed at registrants of the same sex or the opposite sex.

9. **Provincial Member** refers to:

- a. the Chair and Directors of the Nordiq Alberta Board;
- b. the Chairpersons and members of Nordiq Alberta's operational committees;
- c. the Director of Operations and members of the NA staff, including contracted personnel, salaried staff and volunteers; athletes, coaches and technical and other support staff who are part of the National Ski Team programs, to include those on temporary status for camps and trips;

10. **Individual Member** refers to an individual who is a member of Nordiq Alberta through their club and/or provincial or territorial division.

Note:

It is recognized that there may be a certain amount of physical contact inherent in coaching athletes. Such contact may be related to teaching a new skill, spotting or other safety issues. This type of physical contact is not considered to be harassment, providing that it is welcomed by the athlete. If the athlete indicates that the contact is unwelcome, it must stop; otherwise, it will be considered harassment.

Supervisors have the right to manage the workplace in accordance with governing legislation, employment agreements and policies. Similarly, in sport, coaches have the right to manage their team in accordance with governing athlete agreements and policies. This includes imposing corrective and/or disciplinary measures, evaluating and managing performance, managing attendance, approving absence requests, among other things. However, the authority conferred upon those designated to manage the workplace or the team is not limitless, and supervisors must exercise their authority legitimately and in good faith.



Reprisal/Retaliation

11. **Reprisal/retaliation** is defined as action or behaviour directed toward an individual who has complained of being harassed, who has reported witnessing harassment or who has otherwise been involved in a harassment complaint or investigation.

Reprisal/retaliation is generally initiated with the intent to intimidate, threaten, humiliate, exact revenge or adversely affect the performance or working conditions of an individual.

Reprisal/retaliation may include, but is not limited to, situations in which an individual involved in a harassment proceeding is:

- a. improperly denied or threatened with the withholding of promotion, advancement, training or other related opportunities or benefits (e.g. team selection); or
- b. improperly disciplined or threatened with disciplinary action or dismissed or threatened with dismissal.

General Policy Regarding Harassment

12. Nordiq Alberta will not tolerate or condone any form of harassment, including reprisal/retaliation.

13. Nordiq Alberta will take proactive measures to prevent or discourage harassment within the Association and more broadly amongst all members of the organization involved in cross-country skiing, including:

- a. communicating, publicizing, and emphasizing the principles contained in this policy;
- b. incorporating harassment and abuse prevention awareness into the orientation (or, in the case of coaches, athletes, and technical support staff, training) provided to all persons occupying positions of authority within the Association; and
- c. developing and implementing a formal harassment complaint handling and investigation procedure for application at the Provincial level of Nordiq Alberta.

14. Individual members of Nordiq Alberta who perceive that they have been harassed will be provided with assistance and have the right to seek redress within the Association without fear of reprisal/retaliation. Members who perceive that they have been harassed retain the right to seek assistance externally, including recourse to provincial or territorial human rights commissions, even when action has been initiated within the Association.



15. Complaints will be addressed in a sensitive, responsible and timely fashion, with due regard to confidentiality.

Policy Jurisdiction and Application

16. This Nordiq Alberta policy is to be given effect at the provincial level through the implementation of the harassment complaint procedure.

17. Member Districts and clubs of Nordiq Alberta (i.e. provincial and territorial sport organizations) are required to implement this policy by establishing similar and consistent policies at the division level. These District and club level policies are to be substantially similar to and consistent with this policy, ensuring they meet the requirements identified by Sport Canada for independent third party complaint receiving, and independent third party investigation of complaints, among other requirements. Further, divisions will mandate similar action be taken by their Member clubs. Member divisions may choose to adopt this policy as their provincial or territorial level policy. Districts and clubs may choose to adopt this as their policy. Should a Member club or District not have an adequate policy in place, in the case of a harassment or bullying complaint, the Member club or District will be obliged to use the Nordiq Alberta policy.²

18. Members, including Nordiq Alberta Board, committee members, staff, coach, event officials or other persons in authority who witness behaviour that may constitute harassment, or who otherwise become aware that harassment may be taking place, are required to report the behaviour in accordance with the prescribed complaint procedure below. Nordiq Alberta encourages the reporting of all incidents of harassment and bullying.

² Note that in cases where a club/District does not have capacity to immediately handle a bullying or harassment complaint, the Club/District may refer the complaint to Nordiq Alberta. In this instance, the member club/District will be responsible for reimbursing Nordiq Alberta for the costs of managing the complaint and external investigation to handle the complaint.



Harassment Complaint and Investigation Procedures - Provincial Level

Policy Application

20. The procedures and processes contained in this policy apply at the Provincial level of Nordiq Alberta, and extend only to Provincial Members, as defined in section 8.

These Complaint Handling Procedures only applies to allegations of harassment when:

- a. both the complainant and the respondent are Provincial members of Nordiq Alberta; or
- b. The respondent is a Provincial member of Nordiq Alberta, and the complaint is lodged by an individual member.

Confidentiality

21. Nordiq Alberta recognizes that it can be extremely difficult to come forward with a complaint of harassment, and that it can be devastating to be wrongly accused of harassment. Therefore, in the interests of procedural fairness for both the complainant and respondent, harassment complaint proceedings as described in this policy will be treated as confidential to the greatest extent possible, consistent with each party's right to a procedurally fair process.

22. Despite the importance of a high degree of confidentiality in the conduct of the proceedings, due process requires an element of transparency. Accordingly, the final decision of the Hearing Panel that has been convened to address a formal complaint of harassment must be made public. When publishing the hearing panel findings, every effort will be made to do so sensitively, including redacting names where appropriate. However, Nordiq Alberta cannot commit to protecting the identity of complainants once a formal complaint is received.

Complaint Procedure

23. A person who experiences harassment is encouraged to make it known to the harasser that the behaviour is unwelcome, offensive and contrary to Nordiq Alberta policy.



24. If the behaviour being reported is perceived as discrimination, the complainant may also make a complaint directly to the provincial Human Rights Commission (or related body).

25. If confronting the harasser is not possible, or if after confronting the harasser, the harassment continues, the complainant or third party who is reporting an incident, should contact the Independent Third Party (ITP) complaint receiver to report the complaint and understand the investigation process. Contact information for Nordiq Alberta's current ITP is provided in [Appendix 1](#).

26. Should the complainant be a person under 18 or their parent / guardian and complaining of harassment as defined in 7c ix - xiii, the complainant will be referred directly to, 27

27. Should the complainant be a person under 18 or their parent / guardian and complaining of a sexual assault or other criminal sexual offence, the complaint will be referred to the local police – or police of jurisdiction, in addition to following the steps outlined in this complaint procedure.

28. Once contacted by a complainant, the role of the ITP is to serve in a neutral, unbiased capacity in receiving the complaint and assisting in its informal resolution. If the designated ITP considers that they is unable to act in this capacity, the complainant shall be referred to another ITP. There are three possible outcomes to the initial report of the complainant to the ITP:

1. It may be determined that the conduct does not constitute harassment as defined in this Policy, in which case the matter will be documented and closed;

2. The complainant may decide to pursue an informal resolution of the complaint, in which case the ITP can recommend that Nordiq Alberta supports the parties in negotiating an acceptable resolution of the complaint; or

3. The complainant may decide to submit a formal written complaint to the ITP, in which case the ITP will inform Nordiq Alberta's Director of Operations; the Director of Operations shall immediately advise the Chair of Nordiq Alberta's Board of Directors. The Board Chair will authorize Nordiq Alberta's ITP to appoint an independent individual to investigate the complaint within 7 days of receiving the complaint. The Board Chair will act as the designated point of contact at Nordiq Alberta for the ITP through to the end of the investigation and follow-up proceedings, as they may occur.

29. The Director of Operations may determine that the alleged conduct in a complaint is of such seriousness as to warrant suspension of the respondent member from Nordiq Alberta pending the hearing and decision of the Hearing Panel (see 33).



30. This Policy shall not prevent a person in authority taking immediate, informal corrective disciplinary action in response to behaviour that, in their view, constitutes a minor incidence of harassment, provided the individual being disciplined is informed about the nature of the infraction and has an opportunity to provide information concerning the incident. In such situations, sanctions shall be made for short-term duration only (such as during a competition). The person in authority must inform the Director of Operations in writing of the circumstances, the parties involved, and the outcome within three (3) days. Further sanctions may be applied after review of the matter in accordance with the procedures set out in the harassment, complaint and investigation procedures in this policy.

31. The independent investigator, appointed by the ITP under 27, should be a person experienced in harassment matters and investigation techniques, and will be an external professional. The ITP will appoint an investigator through the Sport Dispute Resolution Centre of Canada's Investigation Unit (if unavailable, an equivalent professional will be appointed). The selected investigator shall carry out the investigation in a timely manner, and at the conclusion of the investigation, shall submit a written report to the ITP and to the Board Chair of Nordiq Alberta.

32. The next step is for the ITP to convene a Hearing Panel. Upon receipt of the investigator's report, the ITP shall within 7 days establish and provide instruction to a Hearing Panel. The Hearing Panel shall be established as follows: (Note: If there is divergence from the Nordiq Alberta Dispute Resolution Process Annex A, this Policy shall prevail.)

a. The Panel shall be composed of either one or three individuals who shall have no significant relationship with the affected parties, shall have not involved with the complaint or the dispute, and shall be free from any other actual or perceived bias or conflict. The decision regarding the size of the Panel shall be at the sole discretion of the ITP who must, in coming to the decision, ensure that the hearing process complies with the principles of natural justice and provides procedural fairness to all parties. The decision regarding Panel size may not be appealed.

b. If the Panel consists of three persons, the Panel members shall select a Chairperson.

c. At least one of the Panel members shall have recent relevant experience in conducting adjudications / hearings and familiarity with harassment, discrimination, and/or human resources practices.

Hearing

33. The Panel will conclude the hearing within 7 days of being established.

34. The hearing procedures and decision shall be conducted respecting basic principles and rules of natural justice and in accordance with the Nordiq Alberta's Dispute Resolution Policy. (In case of a



conflict between this Policy and Nordiq Alberta's Dispute Resolution Policy and Appeal Policy, this Policy shall prevail). In addition:

- a. Both the complainant and the respondent shall be given proper advance notice of the infraction alleged to have been committed and the procedures to deal with the matter.
- b. Both the complainant and the respondent can choose their own representative (at their own cost).
- c. The complainant and respondent shall each receive a summary of the Investigator's report.
- d. Both the complainant and the respondent shall have the right to a fair hearing including submitting evidence and making submissions before the Panel.
- e. Unless determined otherwise by the Panel, the complainant shall be present at the hearing to respond to the Investigator's report, give evidence and to answer questions from the Panel.
- f. If after being provided a reasonable opportunity to participate in the hearing, if the complainant or the respondent refuses to participate, the Panel may still proceed in absence of either the complainant and/or the respondent. If at any point in the proceedings, the complainant becomes reluctant to continue, it shall be at the sole discretion of the ED to continue the review of the complaint in accordance with this Policy. In such instances, Nordiq Alberta may decide to act on behalf of the complainant and become the complainant. In a case where the ED is the respondent to the complaint, the Board Chair will determine whether to pursue the complaint on behalf of Nordiq Alberta.
- g. The investigator may attend the hearing at the request of the Panel but will not be considered a witness.

35. As soon as possible, but not more than 7 days after concluding the hearing, the Panel will present its written decision, with copies provided without delay to the ITP, Board Chair, the ED, the complainant, and the respondent. The decision will include:

- a. a summary of the relevant facts;
- b. a determination as to whether the behaviour in question constitutes harassment as defined in this policy;



- c. if the acts are found to constitute harassment, recommend disciplinary action to be taken against the respondent; and
- d. if the acts are found to constitute harassment, recommended measures to remedy or mitigate any harm or loss suffered by the complainant; and
- e. if appropriate, a non-binding recommendation for any action that might prevent similar situations in the future.

36. If the Panel determines that the allegations of harassment are fabricated, frivolous or vexatious, it may determine that disciplinary action shall be taken against the complainant. (A finding that the behaviour in question does not constitute harassment is not sufficient grounds for such action against the complainant.)

Sanction

37. If the Panel finds that acts constitute harassment, the Panel shall, when directing appropriate disciplinary action and/or corrective measures, consider factors such as:

- a. the nature of the harassment;
- b. whether the harassment involved any physical contact;
- c. whether the harassment was an isolated incident or part of an ongoing pattern;
- d. the nature of the relationship between the complainant and respondent;
- e. the age of the complainant;
- f. whether the harasser has been involved in previous harassment incidents;
- g. whether the harasser admitted responsibility and expressed a willingness to change; and
- h. whether the harasser retaliated against the complainant.

38. If the Panel finds that harassment has occurred, when determining disciplinary sanctions, the Panel may consider the following options, singly or in combination, depending on the severity of the harassment:

- a. a verbal apology;
- b. a written apology;



- c. a letter of reprimand from Nordiq Alberta;
- d. a fine or levy;
- e. referral to counseling;
- f. removal of certain privileges of employment or membership;
- g. demotion or reduction in pay for an employee or contractor;
- h. temporary suspension from employment or contract, with or without pay;
- i. termination of employment or contract;
- j. suspension of accreditation (e.g. officials, technical delegates) for a specified period of time;
- k. suspension from competition for a specified period of time.
- l. expulsion from membership
- m. publication of the decision

39. As a general rule, the decision of the Panel shall become a matter of public record, but all other information pertaining to the complaint and investigation shall remain confidential.

40. Where the Panel concludes that harassment has not occurred, a copy of the Panel's decision shall be filed in the Provincial Office in the harassment file. Where the Panel finds that the allegations of harassment were fabricated, frivolous or vexatious, a copy of the Panel's decision together with the investigator's report and any documentary evidence shall be filed in the personnel file of the complainant only, with all references to the identity of the respondent deleted if they so request.

41. Where the Panel finds that harassment has occurred, a copy of the Panel's decision, together with the investigator's report and any documentary evidence, shall be filed in the Provincial Office in the harassment file. The Panel's decision shall also be filed on the personnel file of both the complainant and respondent. Unless the findings of the Panel are overturned on appeal, the decision and supporting material shall be retained on file for a period of ten years. This period could be extended if new and related developments indicate such action is warranted.

42. Failure to comply with a sanction as determined by the Panel shall result in automatic suspension in membership from Nordiq Alberta until the sanction is fulfilled.

43. Notwithstanding the procedures set out in this Policy, any member of Nordiq Alberta who is convicted of a criminal offence involving sexual exploitation, invitation to sexual touching, sexual interference, sexual assault, shall face automatic suspension from participating in any activities of Nordiq Alberta for a period of time corresponding to the length of the criminal sentence imposed by the Court, and may face further disciplinary action by Nordiq Alberta in accordance with this Policy.



Appeal Procedure

44. Both the complainant and the respondent have the right to appeal the finding of the Hearing Panel. The appeal options are explained in paragraph 18 and Annex C of the Nordiq Alberta Dispute Resolution Process.

Timelines

45. Timelines referred to in sections 27, 29, 31, 32 and 34 are important. However, in exceptional circumstances, should more time be required to ensure procedural fairness, the ITP may make a request to the Board chair to extend a timeline.

Policy History	
Approved	
Next Review Date	



Inclusion, Equity, and Access Policy

Definitions

1. The following terms have these meanings in this document:
 - a) **Diversity** – the presence and integration of a variety of individuals with different personal characteristics, particularly Under-Represented Groups, in a group or organization
 - b) **Inclusion** – acceptance of individuals with diverse personal characteristics into a group or organization regardless of those characteristics
 - c) **Equity** – fairness afforded to individuals with diverse personal characteristics regardless of those characteristics
 - d) **Equity Deserving Groups** - Communities that identify barriers to equal access, opportunities, and resources due to disadvantage and discrimination, and actively seek social justice and reparation
 - e) **Marginalized Groups** - groups and communities that experience discrimination and exclusion (social, political and economic) because of unequal power relationships across economic, political, social and cultural dimensions.

Purpose

2. Nordiq Alberta (NA) is committed to providing inclusive, equitable and accessible opportunities for all individuals who wish to be involved in the sport of cross-country skiing in Alberta, regardless of age, sexual characteristics, sexual orientation, gender identity or expression, disability, race, ethnicity, family or marital status or religion. Individuals may be involved in cross-country skiing as recreationalists, athletes, coaches, officials, volunteers or staff

The purpose of this Policy is to ensure that NA provides Under-Represented Groups with a full and equitable range of opportunities to participate and lead.

Procedure

3. NA will enhance opportunities that facilitate inclusion, equity, and access for all persons, including those presently underrepresented in NA by:
 - a) Ensuring the principles of access, inclusion and equity are key considerations when developing, updating, or delivering programs, policies and projects.



- b) Facilitating work, program and event environments that are sensitive to individual differences in order to create positive, safe, meaningful and supportive environments for the participation of all people.
- c) Ensuring that all participants at provincial levels have opportunities to participate, compete, coach, officiate, administer, organize and lead in a fair, and unbiased environment.
- d) Ensuring that any participant may take part in any NA sanctioned event in their expressed and identified gender. No individual is required to disclose their trans identity or history.
- e) Striving for gender balance and diversity among its board of directors and committees.
- f) Promoting cross-country skiing as a sport for all people.
- g) Ensuring that all persons involved as members or who wish to be members can voice concerns related to access, inclusion and equity by following the procedures outlined in NA's Harassment and Discrimination Policy.

Programming

- 4. NA is committed to creating and supporting programs that address diversity, equity, and inclusion issues in sport. For example, NA will:
 - a) Ensure that the achievement of equitable opportunities is a key consideration when developing, updating, or delivering NA programs and policies.
 - b) Work to eliminate all barriers for Equity Deserving and Marginalized Groups. Working towards ensuring that individuals from Equity Deserving and Marginalized Groups have no barriers to participation in NA programs, training, and coaching opportunities will always be a striving goal for NA.
 - c) Create and support new programming that specifically addresses diversity, equity, and inclusion,
 - d) Monitor and evaluate the success of its diversity, equity, and inclusion programming.
 - e) Fund programs and services equitably.
 - f) Encourage Under-Represented Groups to act as role models for young participants
 - g) Create special opportunities to advance the number and levels of women in coaching and official positions.
 - h) When planning educational sessions, consider the balance of female and male presenters.

Staff, Board of Directors, Committees

- 5. NA will:
 - a) Strive to achieve gender balance in the appointment of all committees, task forces and other decision-making or decision-influencing bodies, and in seeking nominations for and appointments to the Board.



- b) Include gender equity as a stated value that is accepted and promoted on nominating and selection committees.
- c) Ensure equal opportunities exist for all staff to receive professional development to move towards senior levels of decision-making.
- d) Develop, update, and deliver all policies, programs and services ensuring the concerns and needs of Under-Represented Groups are identified, promoted and supported.
- e) Deal with any incidence of discriminatory behaviour according to the Code of Conduct and Ethics and Harassment, Discipline and Complaints Policy.

Media

- 6. As part of its commitment to the use of equitable human resource management practices, NA will:
 - a) Strive to ensure that Under-Represented Groups are portrayed equitably in promotional materials and official publications, and that gender-neutral language is used in all communications.
 - b) Produce all written and visual materials in a gender-inclusive manner
 - c) Develop a communication plan that strives to give media visibility to Under-Represented Groups.
 - d) Use gender-appropriate or gender-neutral language and positive, active visuals in all publications, graphics, videos, posters and on websites.

Ongoing Commitment to Inclusion, Diversity and Equity

- 7. NA resolves to continue to incorporate inclusion, diversity, and equity matters in its strategies, plans, actions, and operations, including technical programs, educational resources, business management, sponsorship, marketing, media and communications.

Evaluation

- 8. NA will continually monitor and evaluate its inclusion, equity, and diversity progress.

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Privacy & Confidentiality Policy

Preamble

1. Nordiq Alberta (NA) is subject to the Personal Information Protection and Electronic Documents Act (“the Act”) which sets out principles of fair information practices that in turn form ground rules for the collection, use and disclosure of personal information.
2. In accordance with the Act, NA is responsible for the protection of personal information and the fair handling of it at all times both throughout the organization and in dealings with third parties.

Aim

3. The aim of the NA Privacy Policy is to provide direction for how personal information will be collected, used and disclosed within NA. Personal information is recorded information about an identifiable individual. Examples of personal information examples are identified in the Act.

General Policy

4. Nordiq Alberta will comply fully with the principles and exceptions set out in the Act.
5. NA requires that its member Districts and Clubs establish and implement policies that are substantially like the Nordiq Alberta Privacy Policy.

Nordiq Alberta’s Principles of Fair Information Practices

Identifying Purposes

6. Before or when any personal information is collected by or on behalf of Nordiq Alberta, NA will identify the reason(s) for collecting the information and how it will be used. If the reason(s) for collecting the information and/or how it will be used changes after the information is collected, NA will inform the affected individual(s) and obtain consent before the information is used.
7. Personal information may be collected from more than one source and combined.

Consent

8. NA requires an individual’s consent to the collection, use and/or disclosure of personal information:
 - a) Before or when any personal information is collected by or on behalf of NA, or when the reason(s) for collecting the information and/or how it will be used changes, NA will obtain consent from the individual whose personal information is collected, used or disclosed.



b) For an individual who is a minor, seriously ill, or mentally incapacitated, consent may be obtained from a legal guardian, or person having power of attorney.

c) Consent may be obtained in person, by phone, by fax, by mail, by email or by internet, or by any other reasonable method, whether express or implied.

Limiting Collection

9. NA limits the information it collects to what is needed for specific purposes identified by Nordiq Alberta at the time the personal information is collected.

Limiting Use, Disclosure and Retention

10. NA will limit the use and disclosure of the personal information it has collected to the purpose(s) for which it was collected, unless the individual otherwise consents, or the use or disclosure is authorized by law.

11. Where possible, NA will use contracts or other agreements to ensure the protection of personal information that has been collected by NA and that is transferred to a third party for use, including but not limited to:

a) The personal information transferred to a third party will be limited to what is needed by and for the purposes necessary for the third party to fulfill the contract or agreement.

b) The third party will be required to refer to NA any requests for access to or complaints about the information provided.

c) When the personal information is no longer required by the third party, the third party will be required to either return the information to NA or dispose of it in a manner acceptable to Nordiq Alberta

12. Personal information collected by or on behalf of NA will be retained only if necessary to satisfy the purpose(s) for which it was collected. Any personal information collected by or on behalf of NA that is no longer required for an identified purpose, or a legal requirement will be destroyed, erased or rendered anonymous in a manner that will prevent improper access.

Accuracy

13. NA will make efforts to keep the personal information collected as accurate, complete and up-to-date as is necessary, considering the purpose(s) for which the information is collected and the interests of the individual.



Safeguards

14. NA will make efforts to protect the personal information collected with appropriate safeguards and security measures:

- a) Information may only be accessed by approved officials or employees, or by other persons designated as such by NA, and only to the extent necessary for the identified purpose(s).
- b) Personal information will only be disclosed to a third party when:
 - i. reasonable steps are taken to identify the individual requesting the personal information;
 - ii. the individual requesting the information can establish their right to access the personal information requested; and
 - iii. the proposed use of the personal information requested is consistent with the consent given with respect to the collection, use and/or disclosure of the personal information.
- c) Personal information may only be stored, modified or deleted by the NA Director of Operations or their delegate as set out herein.
- d) Physical safeguards include restricted physical access to the NA offices.
- e) Technological safeguards include restricted file access, computer passwords, firewalls and file encryption procedures.

Openness

15. Any requests or enquiries about this policy can be directed to the NA Director of Operations.

Individual Access

16. Any individual that has provided personal information to NA shall have access to that personal information collected, used or disclosed by or on behalf of NA

17. An individual may review, amend or update the personal information collected about them.

18. If Nordiq Alberta refuses access to an individual to the personal information collected, NA will provide to the individual the reason(s) for the refusal and any recourse available.



19. Where possible, a response to a request for access to personal information by an individual will be made within 30 days of the request.

20. NA will make every effort to provide access of any individual to their personal information at minimal or no cost. If a cost is anticipated to provide the information requested, Nordiq Alberta will advise of the cost prior to disclosing the information. Challenging Compliance

21. NA will investigate and respond to all concerns about any aspect of the collection, use and disclosure of personal information, in a timely manner. Where necessary, an individual will be advised of available avenues of complaint, including the Office of the Privacy Commissioner of Canada.

22. NA will take appropriate measures to correct any inaccurate personal information that is identified or to modify policies or procedures where necessary.

Responsibility and Accountability

23. NA is responsible for maintaining, protecting and retiring all personal information that it collects.

24. The NA Administrator has the primary responsibility for ensuring compliance with the NA Privacy Policy as set out herein and has the authority to intervene on privacy issues that relate to any of NA's operations. The Nordiq Alberta Director Of Operations is responsible for the following:

- a) Collection, use and disclosure of personal information;
- b) Responding to requests and general inquiries for personal information;
- c) Responding to requests for correction to personal information;
- d) Responding to complaints about the collection, use and disclosure of personal information by Nordiq Alberta;
- e) Explaining the purpose(s) for the collection, use and disclosure of personal information;
- f) Explaining the procedure to withdraw consent and the consequences, if any, of such a withdrawal.

25. The NA Director of Operations may delegate any responsibilities set out herein to another NA employee or to an individual approved by NA's Board of Directors. All NA officials and employees, or any individual approved by NA to handle any responsibilities set out herein, are required to understand the nature and scope of and adhere to the NA Privacy Policy.



Confidentiality

Definitions

1. The following terms have these meanings in this Policy:

a) **Confidential Information** – Personal information of Individuals including but not limited to home address, email address, personal phone numbers, date of birth, financial information, medical information, and background check information. Additionally, Confidential Information also includes information considered to be intellectual property of NA such as data, proprietary information, business information, and trade secrets

b) **Participants** – Refers to all categories of individual members and/or registrants defined in the [bylaws](#) of Nordiq Alberta who are subject to the policies of NA, as well as all people employed by, contracted by, or engaged in activities with, NA including, but not limited to, employees, contractors, athletes, coaches, instructors, officials, volunteers, managers, administrators, committee members, parents or guardians, spectators, committee members, and Directors and Officers

c) **Representative** – All individuals employed by, or engaged in activities on behalf of, Nordiq Alberta. Representatives include, but are not limited to, staff, administrators, Directors and Officers of Nordiq Alberta, committee members, and volunteers

Purpose

2. The purpose of this Policy is to ensure the protection of Confidential Information that is proprietary to NA.

Scope and Application

3. This policy applies to all Representatives of NA.

4. Confidential Information does not include the following: name, title, business address, work telephone number, or any other information widely available or in the public domain.

5. Individuals voluntarily publishing or consenting to the publication of their personal information in a public forum (such as the listing of an email address on a website) forfeit the expectation of confidentiality for that information for as long as it is available publicly.



Responsibilities

6. Representatives will not, either during the period of their involvement/employment with Nordiq Alberta or any time thereafter, disclose, publish, communicate, or divulge to any person or organization any Confidential Information acquired during their period of involvement/employment, unless expressly authorized to do so.
7. Representatives will not use, reproduce, or distribute Confidential Information without the express written consent of NA.
8. All documents and written materials relating to Confidential Information will remain the property of Nordiq Alberta and, upon cessation of involvement/employment with Nordiq Alberta, for any reason, or upon request of NA, Representatives will immediately return all written or tangible Confidential Information, as well as copies and reproductions, and any other media containing Confidential Information.

Intellectual Property

9. Copyright and any other intellectual property rights for all written material (including material in electronic format or posted on a website) and other works produced in connection with employment or involvement with Nordiq Alberta will be owned solely by NA, which shall have the right to use, reproduce, or distribute such material and works, in whole or in part, for any purpose it wishes. Nordiq Alberta may grant permission for others to use its intellectual property.

Enforcement

10. A breach of any provision in this Policy may be subject to legal recourse, termination of the employment or volunteer position, suspension or expulsion from membership, or sanctions following a complaint filed pursuant to the *Harassment, Discipline and Complaints Policy*.

Policy History	
Approved	
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Volunteer Programs Policy

Background

1. As per the Canadian Code for Volunteer Involvement, an organization is most successful when all levels of an organization recognize the opportunity to engage volunteers. Capturing and transferring the considerable knowledge and experience of passionate, long-time volunteers is imperative for Nordiq Alberta (NA), as considerable expertise resides within this large voluntary workforce. A streamlined volunteer engagement strategy, outlined in the *Volunteer Program Policy* will allow Nordiq Alberta members to be involved at all levels of the organization, including capacity building, fundraising efforts, awareness, and program support.

Objectives of the policy

2. To strengthen the operational capacity and the ability to fulfill the mission and purpose of NA by providing screened and suitable volunteers on an as-needed basis to key positions and programs.
3. To contribute to a well-managed, organized and enjoyable volunteer experience. High volunteer satisfaction levels contribute to high member retention.
4. To provide suitable opportunities for giving and volunteering that result in volunteers attaining their personal development goals.
5. To help guide the actions of all individuals involved in the Association by defining responsibilities, communication processes, accountability and decision-making processes through consistency in decision making amongst staff, board members and volunteers.

Current Volunteer Management Practices

6. There are three major volunteer roles within NA:
 - a) NA Board and committee members;
 - b) NA volunteer coaches and officials; and
 - c) NA event and program volunteers (general support).

Volunteers are currently managed by the NA staff and members of the NA volunteer board. The volunteer management policy exists to contribute to the strategic direction, organizational governance and running of key programs and events for the Association. Basic management includes screening, orientation, mentoring and check in.



NA affirms that volunteerism is an essential and highly regarded community value and strives to maintain and enhance volunteerism in the Association.

Definition of a Volunteer

7. NA acknowledges a “**volunteer**” as anyone who, without compensation or expectation of compensation beyond expense reimbursement, performs work at the direction of and on behalf of the Association. A volunteer is an individual:

- a) Who chooses to undertake a service or activity; someone who is not coerced or compelled to do this activity.
- b) Who does this activity in service to an individual or an organization, or to assist the community-at-large.
- c) Who does not receive a salary or wage for this service or activity.
- d) Who works within the capacity of a board member, coach, official, event organizer or coordinator without compensation, except expense reimbursement.

Philosophy of Volunteer Involvement

8. NA recognizes that volunteers are vital human resources and commits the appropriate infrastructure to support volunteer involvement in the organization.

Involvement of a Volunteer

9. The volunteer ethic is to be encouraged and respect should be paid to the feelings of volunteers in any action made on behalf of the sport of the cross-country ski community.

Training of Volunteers

10. On-boarding, orientation, certification courses, workshops and mentoring will be offered to the NA board of directors and volunteers to help train them in various volunteer skills.

Volunteer Recruitment

11. When recruiting for major volunteer roles (with the responsibility of overseeing many others or requiring specific competencies), an open selection process should be used with adequate advertising. This will allow the Association to communicate required skills and competencies, attracting qualified individuals to apply for the position. The NA Chair or Past Chair and HR specialist Board of Director shall bear primary responsibility for recruiting suitable volunteers, providing effective volunteer training, orientation and supervision, and for tracking and evaluating the contribution of volunteers to NA.

Volunteer Recognition

12. NA will recognize the efforts of volunteers through its newsletter, at the AGM awards and personal thank you notes.



Volunteer Access to Policies

13. All volunteers should be familiar with and have access to current and revised NA policies and procedures. All employees and volunteers are required to review and understand the NA *Volunteer Program Policy*.

Volunteer Responsibilities

14. The safety, welfare, and health of all members, including volunteers are a high priority in all of the NA's operations. Volunteers may refuse any assignment that they reasonably believe to be unsafe.

All volunteers who are in event or program leadership roles* should be familiar with the Nordiq Alberta's Safe Sport framework: PREP

*Leadership roles: volunteers who are in a position of trust. "Position of trust" is a legal term that refers to a position of authority over another person or within an organization. E.g. Decision makers (board members), managers who supervise other volunteers or staff, head coaches, coaches who are responsible for any program with minors, key officials for events (e.g. event director, course planner, controller, safety chief).

Police Information Checks (PIC)

15. All volunteers who are in a position of trust or, or who have significant access to the NA assets or who are in a supervisory role and have direct access to a vulnerable person, will be required to complete a Police Information Check, and provide the results to NA. The results of Police Information Checks will be made available to the NA office personnel who will report any issues to the NA Board.

18. **Previous Police Information Checks that are no older than 12 months can be considered when beginning volunteering with the NA.** Police Information Checks include existing criminal convictions, upcoming criminal court appearances, and a scan of the local police records in the jurisdiction in which the applicant resides. PIC's may include information on alleged crimes in which the person was not charged or convicted.

17. **Vulnerable Sector Searches (VSS)** may be requested as part of a Police Information Check when a volunteer is **solely responsible for the well-being of a vulnerable person, including children under the age of 18.** A vulnerable person is defined as a person who, because of their age, disability or other circumstances, whether temporary or permanent, is in a position of dependence on others or who are at a higher than normal risk of being harmed by an authority figure. **Merely being in contact with a vulnerable person does not necessitate a Vulnerable Sector Search**, unless the volunteer is in a position with a significant degree of trust or authority and with unsupervised access to vulnerable persons.



If deemed necessary, the NA Office will request that the volunteer or staff submit a VSS. Potential volunteers are required to disclose to the NA Chair any security concerns that may be listed in a completed Police Information Check. Existing volunteers who become aware of any changes to their security clearance status must inform the NA Chair.

18. Police Information Checks will be valid within NA for three (3) years from the date they are completed.

19. Where and How to Obtain Police Information Checks:

- a) NA accepts previous Police Information Checks no older than 12 months. If a volunteer is required to apply for a Police Information Check and needs a volunteer application support letter it can be obtained from the NA office.
- b) Police Information Checks can be obtained from your local police department or RCMP detachment. You can also use the online services provided by Sterling Solutions partnership with the Coaching Association of Canada. Follow the link for the on-line process https://www.sterlingtalentsolutions.ca/landing-pages/c/cac_ace/

Police Information Check Fee Reimbursement for Volunteers

20. Volunteers who are in leadership positions and require a PIC may apply for the fee to be reimbursed by NA. Contact the NA office to receive approval prior to applying for the PIC.

Volunteer Screening

21. NA will ensure the appropriate screening of volunteers to maximize member and volunteer safety. All human rights legislation supersedes this policy.

22. NA shall require screening if the volunteer position involves situations where the individual may be alone and unsupervised with persons identified as vulnerable (a vulnerable person is an individual who has difficulty protecting himself from harm temporarily or permanently and is at risk because of age, disability, handicap or situation).

23. Police Information Checks (PIC) may be reasonable if a volunteer works in a position of trust but is not solely responsible for the well-being of vulnerable persons. Such a volunteer role does not necessitate a Vulnerable Sector Search.

24. Many volunteers, both adult and youth, will not have a leadership role, nor a supervisory role in contact with minors. These people have no screening requirements.



25. NA Board members will be required to complete a Volunteer Application form and Police Information Check.

26. Coaches in leadership position with minors will submit a Volunteer Application form with listed related experience qualifications, and references and will be required to complete a Police Information Check.

27. Volunteer screening for Youth Volunteers (12-17 years old):

- a) Youth volunteers in a leadership position and in a supervisory role in contact with minors will submit a Volunteer Application form (Appendix E) and PIC.
- b) Youth volunteers NOT in a leadership position in contact with minors will submit a Youth Volunteer Agreement (Appendix C) including parental agreement.
- c) Youth volunteers NOT in a leadership role, not in direct contact with minors, will have NO screening requirements.

Adult Volunteer Waiver & Youth Volunteer Agreement

28. The Adult Volunteer Waiver (Appendix B) and Youth Volunteer Agreement (Appendix C) (which requires parental agreement) must be signed by the following volunteers prior to volunteering:

- a) All volunteers whose positions do not require a Police Information Check (PIC) and who will be in supervisory roles in contact with minors (e.g. volunteers in youth programs, camps, training events where no parental/guardian supervision is required).

NA Volunteer Position General Descriptions

29. Position postings and descriptions will clearly set out responsibilities of the positions and will indicate any screening requirements.

30. Board member roles are volunteer roles. Refer to the [NA board policy manual](#) for a detailed description of the NA Board roles.

General Volunteer Roles

31. Nordiq Alberta has many volunteer roles that take place at events and during programming:

- a) **Cross-country ski events:** Generally, at cross-country ski events (competitions, club events etc.) volunteers do not work with minors in a supervisory role. Coaches or parents/ guardians of the minors are responsible for supervising their own children or group, the coaches being from member clubs and bound by the internal volunteer policies of those organizations. Anyone who aids in the organization and delivery of an event or program in an open and observable



environment in any capacity that does not require any certification or previous training is considered to provide general volunteer support. These volunteer roles may be event or program specific and will be explained at the event or program location, or in advance, by a volunteer supervisor, event official or coach. Examples of such roles include: registration desk, hospitality, timing, course marshals, and setup. Time commitment and the role's details can vary for each event. This position does not require a Police Information Check, volunteer waiver or agreement.

- b) **Youth programs:** For youth programs, camps, or youth training events that require participants to register, volunteers are in contact with minors in supervisory roles meaning that they are responsible for supervising the children's activities without the parent's/guardian's presence. This position requires a Police Information Check.
- c) **Volunteer coaches:** Coaches are responsible for planning, organizing and delivering an appropriate range of sports activities and programs for individuals and groups. Typical responsibilities include: developing training programs, undertaking administrative tasks, and teaching relevant skills, tactics and techniques. Generally, the head coach is responsible for identifying strengths and weaknesses, monitoring and enhancing performance by periodization and training plan design, ongoing encouragement, constructive feedback and competition support. Assistant coaches are responsible for supporting the head coach with program supervision, organization and delivery. Coaches in leadership roles need to obtain training through the [NCCP Coaching Certification system](#). Time commitment and the role's details vary for the different programs. This position requires a Police Information Check.
- d) **Assistant coaches:** who are not in leadership roles and who are supervised by other coaches must complete the Adult Volunteer Waiver or the Youth Volunteer Agreement.
- e) **Event officials:** All volunteers who are event officials have leadership roles. Event officials give instructions to and oversee the work of other volunteers and may be charged with ensuring the safety of event participants. They require adequate training and certification to meet the requirements of their role and must complete the Adult Volunteer Waiver.

Volunteer Supervision and Evaluation

32. Volunteers may be supervised and if so, are expected to follow instructions. Program participants or supervisors may evaluate volunteers during the program or as a follow-up activity.

Volunteer Management Success Criteria



33. Volunteer management will be built on the values and best practices outlined in the Canadian Code for Volunteer Involvement (CCVI). The CCVI lists the following standards for volunteer involvement:

- Volunteers have rights. NA recognizes that volunteers are a vital human resource and will commit to the appropriate infrastructure to support volunteers.
- The organization's practices ensure effective volunteer involvement.
- The organization commits to providing a safe and supportive environment for volunteers.
- Volunteers have responsibilities. Volunteers make a commitment and are accountable to the organization.
- Volunteers will act with respect for beneficiaries and community and act responsibly and with integrity.

The success of volunteer management is reliant on the successful integration of these values and should be evaluated and enhanced on an ongoing basis.

Volunteer Insurance

34. Insurance for NA volunteers is provided through the NA insurance policy as long as they are members of NA.

Volunteer Management Process

35. NA will utilize a 10-step process to implement the volunteer policies.

1. Determine policies & risks

- Policies identify the potential risks to participants/organization.

2. Write clear volunteer position/role descriptions

- Set guidelines and behavioural standards for volunteer positions and clarify roles and responsibilities.
- Using the [VOLUNTEER POSITION DESCRIPTION - TEMPLATE](#) - provided by Volunteer Alberta - create specific role descriptions for each volunteer position.

3. Establish a formal recruitment process

- Due to the small size of the cross-country ski community most volunteers will be recruited informally. For leadership roles, prior to or after recruitment, candidates should be guided through a formal screening process.
- Commit to a thorough recruitment process that is clearly communicated to potential volunteers.

4. Use an application form



- Utilize a standardized application form for leadership role volunteer positions that collects basic information to process the application.
- Limit the collection of information to what is necessary and ask for permission to call references and seek permission for Police Information Check, with Vulnerable Sector Search if necessary, for the role.
- Respect human rights legislation.
- Application template.

5. Conduct interviews – get to know the volunteer

- Communicate expectations and assess the suitability of the candidate for the role. Ask about past employment and volunteer positions. Remember to use your intuition.
- Example interview questions – [Volunteer Alberta Handbook page 27](#).

6. Follow-up with references

- Conduct more than one reference check. Explain the position/role, the potential vulnerability of participants, and ask for open comments.
- Example reference check questions – [Volunteer Alberta Handbook page 28](#).

7. When necessary, request the appropriate Police Information Check

- If a Police Information Check is necessary for a volunteer role, contact the local police service to clarify which type of check is required. Include the volunteer role description for the benefit of the police service, your organization, and the volunteer during this process.
- To determine if Police Information Check is necessary follow the [Screening Template](#).

8. Conduct orientation & training sessions

- Ensure that the candidate is aware of organizational structures and policies, and assess their approach, work style, and skills. Decide if the candidate is the right person for the volunteer role.

9. Supervise & evaluate

- For volunteers in leadership roles using the position description as a reference point, evaluate the volunteer at least once a year. Evaluation can be as simple as following up about involvement, ensuring comfort with the role and asking if any support is needed.

10. Participant/recipient follow-up & feedback

- Listen to feedback about the service provided by the volunteers. If applicable, arrange for participants to fill in a feedback form regarding services offered, organization and volunteer program delivery.



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Section II

Response



Discipline and Complaints Policy

* Indicates a section that has been adapted from the Universal Code to Prevent and Address Maltreatment in Sport (“UCCMS”)

Definitions

1. Terms in this Policy are defined as follows:

- a) ***Athlete** – An individual who is an Athlete Participant in Nordiq Alberta (NA) who is subject to the UCCMS and the policies of NA
- b) **Case Manager** – An individual appointed by the Independent Third Party to administer complaints that are assessed under Process #2 of this Policy. This individual must not be in a conflict of interest. The Independent Third Party may serve the Case Manager
- c) ***Complainant** – A Participant or observer who makes a report of an incident, or a suspected incident, of Maltreatment or other behaviour that is a violation of the standards described in the Code of Conduct and Ethics
- d) **Division Member** – a Division Member of NA, as described in the Bylaws
- e) **External Discipline Panel** – A Panel of one or three people who are appointed by the Independent Third Party to handle complaints that are assessed under Process #2 of this Policy. Panel members should not be affiliated with NA
- f) **Independent Third Party** – An independent individual (or individuals) appointed by NA to receive and assess complaints
- g) **Internal Discipline Chair** – An individual appointed by NA to handle complaints that are assessed under Process #1 of this Policy. The Internal Discipline Chair may be a Director, head coach, staff member, or other individual affiliated with NA but must not be in a conflict of interest
- h) ***Maltreatment** – as defined in the [Annotated Version of the Universal Code of Conduct to Prevent and Address Maltreatment in Sport](#): Conduct and Ethics
- i) ***Minor** – as defined in the [Annotated Version of the Universal Code of Conduct to Prevent and Address Maltreatment in Sport](#):



- j) **Parties** – the groups involved with a dispute
- k) ***Participants** – Refers to all categories of individual members and/or registrants defined in the By-laws of NA who are subject to the UCCMS and the policies of NA, as well as all people employed by, contracted by, or engaged in activities with, NA including, but not limited to, employees, contractors, Athletes, coaches, instructors, officials, volunteers, managers, administrators, committee members, parents or guardians, spectators, and Directors and Officers
- l) ***Power Imbalance** – as defined in the [Annotated Version of the Universal Code of Conduct to Prevent and Address Maltreatment in Sport](#):
- m) ***Respondent** – The Party responding to the complaint

Purpose

2. Participants are expected to fulfill certain responsibilities and obligations including, but not limited to, complying with the policies, [bylaws](#), rules and regulations of NA. Non-compliance may result in the imposition of sanctions pursuant to this Policy.

Principles

3. *The following principles guide the findings and determinations under this Policy:
- a) Any form of Maltreatment violates the integrity of Participants and undermines the values of Canadian sport.
 - b) Sanctions imposed will reflect the seriousness of the Maltreatment and the harm to those affected and the values of Canadian sport.
 - c) This Policy and its procedures will be:
 - i. Harmonized (applied to all Participants across Canada)
 - ii. Fair (procedural and substantive due process for all Participants)
 - iii. Comprehensive (all forms of Maltreatment addressed and potential sanctions described)
 - iv. Expert-informed (the determination of Maltreatment and impositions of sanctions will be informed by those with expertise in such areas as sport, child abuse, and the law)



- i. Trauma-informed (acknowledgement of the physical, psychological, and emotional effects of trauma, and avoidance of re-traumatization)
- ii. vi. Evidence-driven (evidence of Maltreatment required, where Evidence or “proof” of maltreatment may include the words/report of a complainant if found credible by the relevant authorities. Depending upon the nature of the Maltreatment, physical evidence, corroboration, or third-party verification may not be needed)
- iii. vii. Independent administration (free from all conflicts of interest)

Application of this Policy

4. This Policy applies to all Participants.

5. This Policy applies to matters that may arise during the business, activities, and events of NA including, but not limited to, competitions, practices and training, treatment, or consultations (e.g., massage therapy), camps and clinics, travel associated with the activities of NA and any meetings.

6. This Policy also applies to Participants’ conduct outside of the business, activities, and events of NA when such conduct adversely affects the relationships (or the work and sport environment) of NA, is detrimental to the image and reputation of NA, or upon the acceptance of NA. Accordingly, applicability of this Policy will be determined by NA upon its sole discretion.

7. *This Policy applies to alleged breaches of the Code of Conduct and Ethics by Participants who have retired from the sport where any claim regarding a potential breach of the *Code of Conduct and Ethics* occurred when the Participant was active in the sport. In addition, this Policy will apply to breaches of the Code of Conduct and Ethics that occurred when the Participants involved interacted due to their mutual involvement in the sport or, if the breach occurred outside of the sport environment, if the breach has a serious and detrimental impact on the Participant(s).

8. If it is considered appropriate or necessary based on the circumstances, immediate discipline or the imposition of a sanction may be applied, after which further discipline or sanctions may be applied according to this Policy. Any infractions or complaints occurring within competition will be dealt with by the procedures specific to the competition, if applicable. In such situations, disciplinary sanctions may be for the duration of the competition, training, activity, or event only.

9. In addition to being subject to disciplinary action pursuant to this Discipline and Complaints Policy, an employee of NA who is a Respondent to a complaint may also be subject to consequences in accordance with the employee’s Employment Agreement or policies for human resources, if applicable.



10. NA may, at its discretion, assume jurisdiction of a complaint that was submitted to a Division Member. In such cases, NA's Independent Third Party will determine whether the complaint process should be re-started or resumed pursuant to the applicable section of this Policy.

Minors

11. Complaints may be brought for or against a Participant who is a Minor. Minors must have a parent/guardian or other adult serve as their representative during this process.

12. Communication from the Independent Third Party, Case Manager, Internal Discipline Chair or External Discipline Panel (as applicable) must be directed to the Minor's representative.

13. A Minor is not required to attend an oral hearing, if held.

Reporting a Complaint

14. Any person may report a complaint to the Independent Third Party:

Elizabeth Ward

elizabeth@ewcsport.com

15. At its discretion, NA may act as the Complainant and initiate the complaint process under the terms of this Policy. In such cases, NA will identify an individual to represent the organization.

16. Complaints or incident reports should be made in writing for the discipline and complaints procedure to be initiated. The Complainant may contact the Independent Third Party for direction regarding the formal submission of a complaint. The Independent Third Party may accept any formal complaint, in writing or not, at their sole discretion.

Independent Third Party Responsibilities

17. Upon receipt of a complaint, the Independent Third Party has a responsibility to:

a) Determine the appropriate jurisdiction to manage the complaint and consider the following:

i. Whether the complaint should be handled by a Club, Division Member or by NA. In making this decision, the Independent Third Party will consider:

a. whether the incident has occurred within the business, activities or events of a Club, Division Member or NA. If the incident has occurred within the business, activities or events of more than one of these organizations, the Independent



Third Party will determine which organization's relationships are adversely affected or which organization's affairs are most impacted;

b. if the Club or Division Member is otherwise unable to manage the complaint for valid and justifiable reasons, such as a conflict of interest or due to a lack of capacity (when NA handles a complaint in this instance, NA and the Division Member or Club (as applicable) will determine how the costs of handling the complaint will be shared; in most cases costs will be attributed based on where the incident occurred).

ii. If the Independent Third Party determines that the complaint or incident should be handled by the appropriate Club or Division Member, that Club or Division Member may use its own policies to address the complaint or may adopt this Policy and appoint its own Independent Third Party to fulfil the responsibilities listed below. In such instance where this Policy is adopted by a Club or Division Member, any reference to 'Independent Third Party' below shall be understood to be a reference to the Club's or Division Member's Independent Third Party and any reference to NA shall be understood to be a reference to the Club or Division Member

b) Determine whether the complaint is frivolous and/or outside of the jurisdiction of this Policy and, if so, the complaint will be dismissed immediately and the Independent Third Party's decision to dismiss the complaint may not be appealed;

c) Propose the use of alternative dispute resolution techniques;

d) Determine if the alleged incident should be investigated pursuant to Appendix F – Investigation Procedure; and/or

e) Choose which process (Process #1 or Process #2, as outlined below) should be followed to hear and adjudicate the complaint.

There are two different processes that may be used to hear and adjudicate complaints. The Independent Third Party will decide which process should be followed based on the nature of the complaint.

Process #1 - the Complainant alleges the following incidents:

a) Disrespectful conduct or comments

b) Minor incidents of physical violence (e.g., tripping, pushing, elbowing)

c) Conduct contrary to the values of NA

d) Non-compliance with the organization's policies, procedures, rules, or regulations



e) Minor violations of the Code of Conduct and Ethics

Process #2 - the Complainant alleges the following incidents:

- a) Repeated minor incidents
- b) Hazing
- c) Abusive, racist, or sexist comments or behaviour
- d) Behaviour that constitutes harassment, sexual harassment, or sexual misconduct
- e) Major incidents of violence (e.g., fighting, attacking, sucker punching)
- f) Pranks, jokes, or other activities that endanger the safety of others
- g) Conduct that intentionally interferes with a competition or with any athlete's preparation for a competition
- h) Conduct that intentionally damages the organization's image, credibility, or reputation
- i) Consistent disregard for the by-laws, policies, rules, and regulations
- j) Major or repeated violations of the *Code of Conduct and Ethics*
- k) Intentionally damaging the organization's property or improperly handling the organization's monies
- l) Abusive use of alcohol or cannabis, any use or possession of alcohol or cannabis by Minors, or use or possession of illicit drugs and narcotics
- m) A conviction for any Criminal Code offense
- n) Any possession or use of banned performance enhancing drugs or methods

Process #1: Handled by Internal Discipline Chair

Internal Discipline Chair

18. Following the determination that the complaint or incident should be handled under Process #1, the Independent Third Party will appoint an Internal Discipline Chair who may:

- a) Recommend mediation;
- b) Make a decision;



c) Ask the Complainant and the Respondent for either written or oral submissions regarding the complaint or incident; or

d) Convene the parties to a meeting, either in person or by way of video or teleconference to ask the parties questions.

19. Thereafter, the Internal Discipline Chair shall determine if a breach occurred and if consequences should be applied.

20. The Internal Discipline Chair will inform the Parties of the decision, which will take effect immediately, pending the submission of Request for Reconsideration. Failure to comply with a sanction will result in an automatic suspension until such time as compliance occurs.

21. Records of all sanctions will be maintained by NA.

Request for Reconsideration

22. If there is no sanction, the Complainant may contest the non-sanction by informing the Internal Discipline Chair, within five (5) days of receiving the decision, that the Complainant is not satisfied with the decision. The initial complaint or incident will then be handled under Process #2 of this Policy.

23. If there is a sanction, the sanction may not be appealed until the completion of a Request for Reconsideration. However, the Respondent may contest the sanction by submitting a Request for Reconsideration within five (5) days of receiving the sanction. In the Request for Reconsideration, the Respondent must indicate:

a) Why the sanction is inappropriate;

b) Summary of evidence that the Respondent will provide to support the Respondent's position;
and

c) What alternative penalty or sanction (if any) would be appropriate.

24. Upon receiving a request for reconsideration, the Internal Discipline Chair may decide to accept or reject the Respondent's suggestion for an alternative sanction.

25. Should the Internal Discipline Chair accept the Respondent's suggestion for an appropriate sanction, that sanction will take effect immediately. Failure to comply with a sanction will result in an automatic suspension until such time as compliance occurs.

26. Should the Internal Discipline Chair not accept the Respondent's suggestion for an appropriate sanction, the initial complaint or incident will be handled under Process #2 of this Policy.



Process #2: Handled by Case Manager and external Discipline Panel

Case Manager

27. Following the determination that the complaint or incident should be handled under Process #2, the Independent Third Party will appoint a Case Manager (who may or may not be the Independent Third Party themselves) who has a responsibility to:

- a) Propose the use of alternative dispute resolution techniques
- b) Appoint the External Discipline Panel, if necessary
- c) Coordinate all administrative aspects of the process and set reasonable timelines
- d) Provide administrative assistance and logistical support to the External Discipline Panel as required
- e) Provide any other service or support that may be necessary to ensure a fair and timely proceeding

28. The Case Manager will establish and adhere to timelines that ensure procedural fairness and that the matter is heard in a timely fashion.

29. The Case Manager may propose using alternative dispute resolution methods, such as mediation or negotiated settlement.

30. If the dispute is not resolved using alternative methods, the Case Manager will appoint an External Discipline Panel of one (1) person to hear the complaint. Depending on the severity of the allegations and at the Case Manager's discretion, an External Discipline Panel of three (3) people may be appointed. When a three-person External Discipline Panel is appointed, the Case Manager will appoint one of the External Discipline Panel's members to serve as the Chair.

31. The Case Manager, in cooperation with the External Discipline Panel, will then decide the format under which the complaint will be heard. This decision may not be appealed. The format of the hearing may be an oral in-person hearing, an oral hearing by telephone or other communication medium, a hearing based on a review of documentary evidence submitted in advance of the hearing, or a combination of these methods.

32. The hearing will be governed by the procedures that the Case Manager and the External Discipline Panel deem appropriate for the circumstances. The following guidelines will apply to the hearing:

- a) The Parties will be given appropriate notice of the day, time, and place of the hearing
- b) Copies of any written documents which any of the Parties wishes to have the External Discipline Panel consider will be provided to all Parties, through the Case Manager, in advance of the hearing



- c) The Parties may engage a representative, advisor, or legal counsel at their own expense
- d) The External Discipline Panel may request that any other individual participate and give evidence at the hearing
- e) The External Discipline Panel may allow as evidence at the hearing any oral evidence and document or thing relevant to the subject matter of the complaint, but may exclude such evidence that is unduly repetitious, and shall place such weight on the evidence as it deems appropriate
- f) The decision will be by a majority vote of the External Discipline Panel, when the Panel consists of three people

33. If the Respondent acknowledges the facts of the incident, the Respondent may waive the hearing, in which case the External Discipline Panel will determine the appropriate sanction. The External Discipline Panel may still hold a hearing for the purpose of determining an appropriate sanction.

34. The hearing will proceed in any event, even if a Party chooses not to participate in the hearing.

35. In fulfilling its duties, the External Discipline Panel may obtain independent advice.

Decision

36. After hearing the matter, the External Discipline Panel will determine whether an infraction has occurred and, if so, the sanctions to be imposed. Within fourteen (14) days of the hearing's conclusion, the External Discipline Panel's written decision, with reasons, will be distributed to all parties, the Case Manager, and to NA. In extraordinary circumstances, the External Discipline Panel may first issue a verbal or summary decision soon after the hearing's conclusion, with the full written decision to be issued before the end of the fourteen (14) day period. The decision will be considered a matter of public record unless decided otherwise by the External Discipline Panel.

Sanctions

37. *Prior to determining sanctions, the Internal Discipline Chair or External Discipline Panel, as applicable, will consider factors relevant to determining appropriate sanctions which include:

- a) The nature and duration of the Respondent's relationship with the Complainant, including whether there is a Power Imbalance;
- b) The Respondent's prior history and any pattern of inappropriate behaviour or Maltreatment;
- c) The ages of the individuals involved;
- d) Whether the Respondent poses an ongoing and/or potential threat to the safety of others;



- e) The Respondent's voluntary admission of the offense(s), acceptance of responsibility for the Maltreatment, and/or cooperation in the process of NA;
- f) Real or perceived impact of the incident on the Complainant, sport organization or the sporting community;
- g) Circumstances specific to the Respondent being sanctioned (e.g. lack of appropriate knowledge or training regarding the requirements in the Code of Conduct and Ethics; addiction; disability; illness);
- h) Whether, given the facts and circumstances that have been established, continued participation in the sport community is appropriate;
- i) A Respondent who is in a position of trust, intimate contact or high-impact decision-making may face more serious sanctions; and/or
- j) Other mitigating and aggravating circumstances.

38. *Any sanction imposed must be proportionate and reasonable. However, progressive discipline is not required and a single incident of Maltreatment or other prohibited behaviour may justify elevated or combined sanctions.

39. *The Internal Discipline Chair or External Discipline Panel, as applicable, may apply the following disciplinary sanctions, singularly or in combination:

- a) **Verbal or Written Warning** - A verbal reprimand or an official, written notice and formal admonition that a Participant has violated the *Code of Conduct and Ethics* and that more severe sanctions will result should the Participant be involved in other violations
- b) **Education** - The requirement that a Participant undertake specified educational or similar remedial measures to address the violation(s) of the *Code of Conduct and Ethics*
- c) **Probation** - Should any further violations of the *Code of Conduct and Ethics* occur during the probationary period, will result in additional disciplinary measures, likely including a period of suspension or permanent ineligibility. This sanction can also include loss of privileges or other conditions, restrictions, or requirements for a specified period.
- d) **Suspension** - Suspension, either for a set time or until further notice, from participation, in any capacity, in any program, practice, activity, event, or competition sponsored by, organized by, or under the auspices of NA. A suspended Participant is eligible to return to participation, but reinstatement may be subject to certain restrictions or contingent upon the Participant satisfying specific conditions noted at the time of suspension



e) **Eligibility Restrictions** - Restrictions or prohibitions from some types of participation but allowing participation in other capacities under strict conditions

f) **Permanent Ineligibility** - Permanent ineligibility to participate, in any sport, in any capacity, in any program, activity, event, or competition sponsored by, organized by, or under the auspices of NA and/or any sport organization subject to the UCCMS

g) **Other Discretionary Sanctions** - Other sanctions may be imposed, including, but not limited to, other loss of privileges, no contact directives, a fine or a monetary payment to compensate for direct losses, or other restrictions or conditions as deemed necessary or appropriate

40. *The Internal Discipline Chair or External Discipline Panel, as applicable, may apply the following presumptive sanctions which are presumed to be fair and appropriate for the listed Maltreatment:

a) Sexual Maltreatment involving a Minor Complainant shall carry a presumptive sanction of permanent ineligibility.

b) Sexual Maltreatment, Physical Maltreatment with contact, and Maltreatment related to interference or manipulation of process shall carry a presumptive sanction of either a period of suspension or eligibility restrictions.

c) While a Respondent has pending charges or dispositions in violation of the criminal law, the presumptive sanction shall be a period of suspension

41. A Participant's conviction for a Criminal Code offense shall carry a presumptive sanction of permanent ineligibility from participating with NA. Criminal Code offences may include, but are not limited to:

a) Any child pornography offenses

b) Any sexual offenses

c) Any offense of physical violence

d) Any offense of assault

e) Any offense involving trafficking of illegal drugs

42. Unless the External Discipline Panel decides otherwise, any disciplinary sanctions will begin immediately, notwithstanding an appeal. Failure to comply with a sanction as determined by the External Discipline Panel will result in an automatic suspension until such time as compliance occurs.

43. Records of all decisions will be maintained by NA.

Appeals



44. The decision of the External Discipline Panel may be appealed in accordance with the Appeal Policy.

Suspension Pending a Hearing

45. NA may determine that an alleged incident is of such seriousness as to warrant suspension of a Participant pending completion of an investigation, criminal process, the hearing, or a decision of the External Discipline Panel.

Confidentiality

46. The discipline and complaints process are confidential and involves only NA, the parties, the Independent Third Party, the Case Manager, the Internal Discipline Chair, the External Discipline Panel, and any independent advisors to the External Discipline Panel.

Once initiated and until a decision is released, none of the parties will disclose confidential information relating to the discipline or complaint to any person not involved in the proceedings.

47. Any failure to respect the confidentiality requirement may result in further sanctions or discipline by the Internal Discipline Chair or External Discipline Panel (as applicable).

Timelines

48. If the circumstances of the complaint are such that adhering to the timelines outlined by this Policy will not allow a timely resolution to the complaint, the Independent Third Party or Case Manager (as applicable) may direct that these timelines be revised.

Records and Distribution of Decisions

49. Other individuals or organizations, including but not limited to, national sport organizations, Provincial/Territorial sport organizations, sport clubs, etc., may be advised of any decisions rendered in accordance with this Policy.

50. *NA recognizes that a publicly available searchable database or registry of Respondents who have been sanctioned, or whose eligibility to participate in sport has in some way been restricted, may be maintained and may be subject to provisions in the UCCMS.

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Dispute Resolution and Appeal Policy

Definitions

1. The following terms have these meanings in this Policy:
 - a) **“Affected Party”** – an Individual who may be adversely affected by a decision that is appealed pursuant to this Policy. An Affected Party shall either be accepted as such by the Parties or by the Appeal Manager.
 - b) **“Appellant”** – The Party appealing a decision
 - c) **“Appeal Manager”** – The dedicated independent person(s) appointed on an annual basis by the Director of Operations to oversee the application of this Policy and to fulfill the responsibilities described herein. The Appeal Manager must not be an “Individual” as defined under 1g) and must not be in a conflict of interest or have any direct relationship with the Parties involved with any appeal case.”
 - d) **“Athlete”** – An individual who is an Athlete Participant in NA who is subject to the policies of NA and to the Code of Conduct and Ethics.
 - e) **“Participants”** – Refers to all categories of individual members and/or registrants defined in the [bylaws](#) of NA who are subject to the policies of NA, as well as all people employed by, contracted by, or engaged in activities with, NA including, but not limited to, employees, contractors, Athletes, coaches, instructors, officials, volunteers, managers, administrators, committee members, parents or guardians, spectators, committee members, and Directors and Officers.
 - f) **“Parties”** – The Parties are the Appellant, Respondent, and any Affected Party.
 - g) **“Respondent”** – The body whose decision is being appealed.
 - h) **“Individuals”** – includes NA’s Members and Registrants, as well as, to the extent not already considered a Member or Registrant, all other Individuals engaged in activities with NA, including, but not limited to athletes, coaches, convenors, officials, volunteers,



managers, administrators, committee members, Directors and Officers of NA, spectators at events, and parents/guardians of athletes

Purpose

2. This *Appeal Policy* provides Participants with a fair and expedient appeal process.

Scope and Application of this Policy

3. This Policy applies to all Participants.
4. Any Participant who is directly affected by a decision made by NA shall have the right to appeal that decision, if there are sufficient grounds for the appeal under the **Grounds for Appeal** section of this Policy.
5. This Policy **will apply** to decisions relating to:
 - a) Eligibility
 - b) Selection
 - c) Conflict of Interest
 - d) Discipline
 - e) Membership
6. This Policy will not apply to decisions relating to:
 - a) Employment
 - b) Infractions for doping offenses
 - c) The rules of the sport
 - d) Selection criteria, quotas, policies, and procedures established by entities other than NA
 - e) Substance, content and establishment of team selection or carding criteria
 - f) Volunteer/coach appointments and the withdrawal or termination of those appointments
 - g) Budgeting and budget implementation
 - h) The organization's operational structure and committee appointments
 - i) Decisions or discipline arising within the business, activities, or events organized by entities other than NA (appeals of these decisions shall be dealt with pursuant to the policies of those other entities unless requested and accepted by the organization at its sole discretion)
 - j) Commercial matters for which another appeals process exists under a contract or applicable law
 - k) Decisions made under this Policy



Timing of Appeal

7. Participants who wish to appeal a decision have seven (7) days from the date on which they received notice of the decision to submit the following:
 - a) Notice of the intention to appeal
 - b) Their contact information
 - c) Name and contact information of the Respondent and any Affected Parties, when known to the Appellant
 - d) Date the Appellant was advised of the decision being appealed
 - e) A copy of the decision being appealed, or description of decision if written document is not available
 - f) Grounds for the appeal
 - g) Detailed reasons for the appeal
 - h) All evidence that supports these grounds
 - i) Requested remedy or remedies

8. A Participant who wishes to initiate an appeal beyond the seven (7) day period must provide a written request stating the reasons for an exemption. The decision to allow, or not allow an appeal outside of the seven (7) day period will be at the sole discretion of the Appeal Manager and may not be appealed.

Submitting an Appeal

9. Appeals of decisions made by a Club can be submitted to the Club to be heard pursuant to this Policy, adapted by the Club as required. Alternatively, NA may hear appeals of Club decisions at its discretion.

10. Appeals of decisions made by NA can be submitted to NA to be addressed pursuant to this Policy.

Grounds for Appeal

11. A decision cannot be appealed on its merits alone. An appeal may only be heard if there are sufficient grounds for appeal. Sufficient grounds include the Respondent:
 - a) Decided that it did not have the authority or jurisdiction (as set out in the Respondent's governing documents) to make

 - b) Failed to follow its own procedures (as set out in the Respondent's governing documents)



- c) Made a decision that was influenced by bias (where bias is defined as a lack of neutrality to such an extent that the decision-maker appears not to have considered other views)
- d) Made a decision that was patently unreasonable

Screening of Appeal

- 12. The parties may first attempt to resolve the appeal through the *Alternative Dispute Resolution Policy*.
- 13. . Should the appeal not be resolved by using the *Alternative Dispute Resolution Policy*, NA will appoint an independent Appeal Manager (who must not be in a conflict of interest or have any direct relationship with the parties) who has the following responsibilities:
 - a) To determine if the appeal falls under the scope of this Policy
 - b) To determine if the appeal was submitted in a timely manner
 - c) To decide whether there are sufficient grounds for the appeal
- 14.. If the Appeal Manager denies the appeal based on insufficient grounds, because it was not submitted in a timely manner, or because it did not fall under the scope of this Policy, the Appellant will be notified, in writing, of the reasons for this decision. This decision may not be appealed.
- 15.. If the Appeal Manager is satisfied there are sufficient grounds for an appeal, the Appeal Manager will appoint an Appeal Panel which shall consist of a single Arbitrator, to hear the appeal. In extraordinary circumstances, and at the discretion of the Appeal Manager, an Appeal Panel composed of three persons may be appointed to hear the appeal. In this event, the Appeal Manager will appoint one of the Panel's members to serve as the Chair.

Determination of Affected Parties

- 16. The Appeal Manager shall notify the Parties that the appeal will be heard. The Appeal Manager shall then decide the format under which the appeal will be heard. This decision is at the sole discretion of the Appeal Manager and may not be appealed.
- 17. If a party chooses not to participate in the hearing, the hearing will proceed in any event.
- 18. The format of the hearing may involve an oral in-person hearing, an oral hearing by telephone or other electronic means, a hearing based on a review of documentary evidence



submitted in advance of the hearing, or a combination of these methods. The hearing will be governed by the procedures that the Appeal Manager and the Panel deem appropriate in the circumstances. The following guidelines will apply to the hearing:

- a) The hearing will be held within a timeline determined by the Appeal Manager
- b) The Parties will be given reasonable notice of the day, time and place of an oral in-person hearing or oral hearing by telephone or electronic communications.
- c) Copies of any written documents which any of the Parties wishes to have the Panel consider will be provided to all Parties in advance of the hearing
- d) The Parties may be accompanied by a representative, advisor, or legal counsel at their own expense
- e) The Panel may request that any other individual participate and give evidence at an oral in person hearing or oral hearing by telephone or electronic communications.
- f) The Panel may allow as evidence at the hearing any oral evidence and document or thing relevant to the subject matter of the appeal, but may exclude such evidence that is unduly repetitious and shall place such weight on the evidence as it deems appropriate

19. In fulfilling its duties, the Panel may obtain independent advice.

Appeal Decision

20. The Appellant must demonstrate, on a balance of probabilities, that the Respondent has made a procedural error as described in the **Grounds for Appeal** section of this Policy and that this error had, or may reasonably have had, a material effect on the decision or decision-maker.

21. The Panel shall issue its decision, in writing and with reasons, within seven (7) days after the hearing's conclusion. In making its decision, the Panel will have no greater authority than that of the original decision-maker. The Panel may decide to:

- a) Reject the appeal and confirm the decision being appealed;
- b) Uphold the appeal and refer the matter back to the initial decision-maker for a new decision; or



c) Uphold the appeal and vary the decision.

22. The Panel will also determine whether costs of the appeal, excluding legal fees and legal disbursements of any parties, will be assessed against any party. In assessing costs, the Panel will consider the outcome of the appeal, the conduct of the parties, and the parties' respective financial resources.

23. The Panel's written decision, with reasons, will be distributed to all parties, the Appeal Manager, and NA. In extraordinary circumstances, the Panel may first issue a verbal or summary decision soon after the hearing's conclusion, with the full written decision to be issued thereafter. The decision will be considered a matter of public record unless decided otherwise by the Panel.

Timelines

24. If the circumstances of the appeal are such that adhering to the timelines outlined by this Policy will not allow a timely resolution to the appeal, the Appeal Manager and/or Panel may direct that these timelines be revised.

Confidentiality

25. The appeals process is confidential and involves only the parties, the Appeal Manager, the Panel, and any independent advisors to the Panel. Once initiated and until a decision is released, none of the Parties will disclose confidential information to any person not involved in the proceedings.

Final and Binding

26. No action or legal proceeding will be commenced against NA or Participants in respect of a dispute, unless NA has refused or failed to provide or abide by the dispute resolution process and/or appeal process as set out in governing documents.

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Alternative Dispute Resolution Policy

Definitions

1. Terms in this Policy are defined as follows:
 - a) **Participants** – Refers to all categories of individual members and/or registrants defined in the [bylaws](#) of Nordiq Alberta (NA) who are subject to the policies of NA, as well as all people employed by, contracted by, or engaged in activities with, NA including, but not limited to, employees, contractors, athletes, coaches, instructors, officials, volunteers, managers, administrators, committee members, parents or guardians, spectators, and Directors and Officers.
2. NA supports the principles of Alternative Dispute Resolution (ADR) and is committed to the techniques of negotiation, facilitation, and mediation as effective ways to resolve disputes. ADR also avoids the uncertainty, costs, and other negative effects associated with lengthy appeals or complaints, or with litigation.
3. NA encourages all Participants to communicate openly, and to collaborate and use problem-solving and negotiation techniques to resolve their differences. NA believes that negotiated settlements are most often preferable to arbitrated outcomes. Negotiated resolutions to disputes with and among Participants are strongly encouraged.

Application of this Policy

4. This Policy applies to all Participants.
5. Opportunities for ADR may be pursued at any point in a dispute when all parties to the dispute agree that such a course of action would be mutually beneficial.

Facilitation and Mediation

6. If all parties to a dispute agree to ADR, a mediator or facilitator, acceptable to all parties, shall be appointed to mediate or facilitate the dispute.
7. The mediator or facilitator shall decide the format under which the dispute shall be mediated or facilitated and may, if they consider it appropriate, specify a deadline before which the parties must reach a negotiated decision.
8. Should a negotiated settlement be reached, the written settlement shall be reported to, and approved by, NA for approval. Any actions that are to take place because of the decision shall be enacted on the timelines specified by the negotiated decision, pending approval.



9. Should a negotiated settlement not be reached by the deadline specified by the mediator or facilitator at the start of the process (if set), or if the parties to the dispute do not agree to ADR, the dispute shall be considered under the appropriate section of the Harassment, *Discipline and Complaints Policy* or *Appeal Policy*, as applicable.

Final and Binding

10. Any negotiated settlement will be binding on the parties. Negotiated settlements may not be appealed.

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Section III

Education



Anti-Doping and Substance Abuse Policy

Definitions

1. Terms in this Policy are defined as follows:
 - a) **Canadian Centre for Ethics in Sport (CCES)** – The CCES is an independent, national, not-for-profit organization responsible for administering Canada’s Anti-Doping Program and the World Anti-Doping Code in Canada.
 - b) **Canadian Anti-Doping Program (CADP)** – The CADP is a set of rules that govern doping control in Canada. as amended. The current CADP can be viewed here. The 2021 CADP came into effect on January 1, 2021.
 - c) **Participants** – Refers to all categories of individual members and/or registrants defined in the By-laws of Nordiq Alberta (NA) who are subject to the policies of NA, as well as all people employed by, contracted by, or engaged in activities with, NA including, but not limited to, employees, contractors, athletes, coaches, instructors, officials, volunteers, managers, administrators, committee members, committee members, and Directors and Officers
 - d) **World Anti-Doping Agency (WADA)** – An independent, international, not-for-profit organization responsible for administering the World Anti-Doping Code and the promotion of clean sport internationally.
 - e) **World Anti-Doping Code (WADC)** – Set of rules that govern doping control internationally. [The full policy can be viewed here.](#)

Purpose

2. The purpose of this policy is to confirm that NA has adopted the 2021 CADP as its primary domestic anti-doping policy.

Scope and Authority

3. This policy applied to all Participants.
4. In the event of a conflict between this Policy and the 2021 CADP, the 2021 CADP shall prevail.



Commitment, Adoption and Cooperation

5. NA is committed to clean sport in Canada and endorses the 2021 CADP and the WADC.
6. NA has adopted and agrees to abide by the CADP as it may be amended from time to time.
7. NA is unequivocally opposed to the practice of doping in sport on ethical, medical, and legal grounds.
8. NA shall cooperate with the CCES's investigations regarding potential anti-doping rule violations.

Education and Training

9. Anti-doping links and resources can be accessed in Appendix G
10. NA will ensure that every athlete and other person participating in the sport who is subject to the CADP by way of NA's adoption of the CADP knows that they are subject to the anti-doping rules contained in the CADP and are appropriately informed.

Conduct Standards

11. NA will include the following requirements in the applicable section of its Code of Conduct and Ethics:
 - a) Participants must reasonably cooperate with the CCES or another anti-doping organization that is investigating anti-doping rule violations
 - b) Coaches, trainers, and other athlete support personnel who use methods or substances prohibited by the CADP without valid and acceptable justification may not coach, train, or otherwise support athletes
 - c) Participants may not harass, intimidate, or otherwise conduct themselves offensively towards a doping control official or other individual involved in doping control

Sanctions and Reciprocity

12. NA will comply with the CADP with respect to public announcements of positive test results
13. NA will respect any penalty enacted pursuant to the breach of the CADP whether imposed by WADA or the CCES.



14. NA will respect the sanctions applied to a Participant due to an anti-doping rule violation, whether imposed by WADA, the CCES, or any national or provincial sport organization.

15. All Participants sanctioned for an anti-doping rule violation will be ineligible to participate in any role with NA or in any competition or activity organized, convened, held, or sanctioned by NA as per the penalties imposed.

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Concussion and Return to Play (RTP)

Preamble

1. Nordiq Alberta (NA) is committed to maintaining the health of the community and believes that participating in the activities organized by Nordiq Alberta can lead to better health. Cross Country Skiing, as most physical activities, has an inherent risk of concussion. Nordiq Alberta recognizes that concussions are a significant public health issue because of their potential short and long-term consequences. Nordiq Alberta, therefore, enacts this policy and related protocols as tools to help prevent, recognize, and properly treat concussions which may occur in our activities

Nordiq Alberta will endeavor to have participants follow all treatment protocols, concussion action plan protocol and return to play protocols.

The proper treatment of a concussion is more important than participation in any sport/recreation/activity/work/school during the healing process.

Definitions

In this policy:

2. Concussion means the definition of concussion from the Consensus Statement, Zurich 2012 on concussion in sport:

Concussion is a brain injury and is defined as a complex pathophysiological process affecting the brain, induced by biomechanical forces.

In plain language, a concussion:

- a) is a brain injury that causes changes in how the brain functions, leading to symptoms that can be physical (e.g. headache, dizziness), cognitive (e.g., difficulty concentrating or remembering), emotional/behavioral (e.g., depression, irritability) and/or related to sleep (e.g., drowsiness, difficulty falling asleep);
- b) may be caused either by a direct blow to the head, face or neck, or a blow to the body that transmits a force to the head that causes the brain to move rapidly within the skull;
- c) can occur even if there has been no loss of consciousness (in fact most concussions occur without a loss of consciousness); and,



d) cannot normally be seen on x-rays, standard CT scans, or MRIs.

3. **Suspected Concussion** means the recognition that an individual appears to have either experienced an injury or impact that may result in a concussion, or is exhibiting unusual behavior that may be the result of concussion.

4. **Concussion Diagnosis** means a clinical diagnosis made by a medical doctor or nurse practitioner. It is critical that an individual with a suspected concussion be examined by a medical doctor or nurse practitioner.

Stages of Concussion Management

5. Education:

Nordiq Alberta will see that athletes, parents, and team staff receive concussion education prior to the beginning of each season. Education must include the following topics:

- a) Physiology of a concussion
- b) Early recognition of signs and symptoms of a concussion
- c) Sport injury culture
- d) Sport and recreation-specific concussion prevention strategy
- e) Concussion Action Plan (CAP) Protocol 9. Return to play (RTP) protocol following a concussion.

NA will make this material available through a variety of modalities: coaching courses, officials training, and seminars/webinars.

6. Prevention: Ensuring Safe Play - Concussion Prevention Strategies

Nordiq Alberta requires all activity within its purview to follow the rules of the game as laid out by the Nordiq Alberta Technical Package and that the rules will be consistently enforced in order to effectively ensure safe play. All Nordiq Alberta staff and participants will behave ethically at all times.

Prevention strategies are targeted at a primary, secondary and tertiary level:

- a) Primary prevention: Annual optional education, enforcement of rules laid out in NA's Technical Package.
- b) Secondary Prevention: Officials education, assessment of suspected concussions onsite by medical personnel.
- c) Tertiary Prevention: Reduce stigma and warrior attitudes towards head injuries.

7. Identification – Using the Concussion Action Plan (CAP)



- a) Nordiq Alberta requires that a Concussion Action Plan (CAP) be available and implemented at all activities and events in case of a concussion or suspected concussion.
- b) A Concussion Action Plan (CAP) will allow proper care for athletes when a suspected concussion occurs.
- c) The CAP will provide appropriate direction to all individuals. See CAP Protocol in the appendix.

8. Documentation of Incident

Nordiq Alberta will use the Nordiq Canada's Accident Report Form to record the details of the incident and the athlete's progression through the stages of concussion management. There are several times throughout the duration of the concussion at which information needs to be documented:

- a) Time of injury- record and monitor all signs and symptoms for 48 hours following the injury. (Note if signs get worse and if any from the "red flag" symptoms show follow the emergency protocol).
- b) During recovery- record how much school/work/sport/recreation time has been missed, this is valuable for the athlete if they ever sustain another concussion.
- c) Return to play- documentation needs to occur if the athlete has clearance from a medical doctor before returning to play. There should be documentation from the athlete that states they have successfully returned to school/work full time without recurrent symptoms as well as successfully exercise to exhaustion without recurrent symptoms.

Return to Play (RTP) Protocol

9. A participant with a diagnosed concussion follows a medically supervised and individualized gradual Return to Physical Activity (RTP) plan.

It is critical to recovery that the individualize RTP plan be developed through a collaborative team approach. This team should include:

- the concussed individual
- their parents/guardians (if applicable)
- their coach, administrator and/supervisor
- school staff, including teachers, coaches etc. (if applicable)
- a medical doctor or nurse practitioner



Ongoing communication and monitoring by all members of the team will be essential to successful recovery.

Note – Children/Youth Under the Age of 18

If the concussed participant is under the age of 18 and currently attending a publicly funded elementary/junior high/ high school in Alberta, then that student’s parent/guardian should contact their child’s school principal.

RTP- Step 1

The first step in the medically supervised gradual R2P plan is for the individual to have:

- limit cognitive activities which provoke symptoms (e.g., activities requiring mental concentration such as reading, television, video games, texting) and physical (e.g., activities requiring physical exertion) rest until their symptoms begin to show improvement (minimum of 24 hours). This is determined by the medical doctor or nurse practitioner in consultation with the concussed individual and parent/guardian (if applicable).

Note - In order to proceed to RTP-Step 2, the concussed individual or parent/guardian (if applicable) must report back to their coach, administrator and/or supervisor that they are symptom free.

RTP – Step 2

Activity: Individual light aerobic exercise only (e.g., walking or stationary cycling).

Restrictions: No resistance/weight training. No competition (including practices, scrimmages). No participation with equipment or with other participants. No drills. No body contact.

Note -In order to proceed to RTP – Step 3, the concussed individual or parent/guardian (if applicable) must report back to their coach, administrator and/or supervisor that they are symptom free.

RTP – Step 3

Activity: Individual sport specific exercise only (e.g. running, skating, shooting).

Restrictions: No resistance/weight training. No competition (including practices, scrimmages). No body contact, no head impact activities (e.g., heading a ball in soccer), or other jarring motions (e.g., high speed stops, hitting a baseball with a bat).



RTP – Step 4

Activity: Activities where there is no body contact (e.g., dance, badminton, volleyball). Light resistance/weight training. Non-contact practice and non-contact sport specific drills (e.g., ball drills, shooting drills).

Restrictions: No activities that involve body contact, head impact (e.g., heading the ball in soccer) or other jarring motions (e.g., high speed stops, hitting a baseball with a bat).

Medical Clearance: In order for a concussed individual to move from RTP-Step 4 to RTP-Step 5 they must provide written documentation from a medical doctor or nurse practitioner to their coach, administrator and/or Supervisor. The documentation must indicate that the individual is symptom-free and able to return to full participation in physical activity before they can proceed to RTP – Step 5.

RTP – Step 5

Activity: Full participation in regular physical activities in non-contact sports. Full training/practices for contact sports.

Restrictions: No competition (e.g., games, meets, events) that involve body contact.

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Social Media Policy

Definitions

1. Terms in this Policy are defined as follows:
 - a) **Participants** – Refers to all categories of individual members and/or registrants defined in the By-laws of Nordiq Alberta (NA) who are subject to the policies of NA, as well as all people employed by, contracted by, or engaged in activities with, NA including, but not limited to, employees, contractors, Athletes, coaches, instructors, officials, volunteers, managers, administrators, committee members, parents or guardians, spectators, committee members, and Directors and Officers.
 - b) **Social Media** – The catch-all term that is applied broadly to new computer-mediated communication media such as blogs, YouTube, Facebook, Instagram, Tumblr, TikTok, Snapchat, and Twitter.

Preamble

2. NA is aware that Participant interaction and communication occurs frequently on social media. NA cautions participants that any conduct falling short of the standard of behaviour required by this Social Media Policy and the *Code of Conduct and Ethics* may be subject to the disciplinary sanctions identified within the *Discipline and Complaints Policy*.

Application of this Policy

3. This Policy applies to all Participants.

Conduct and Behaviour

4. All conduct and behaviour occurring on Social Media must comply with the *Code of Conduct and Ethics*.
5. Participants may not engage in the following behaviour on Social Media:
 - a) Posting a disrespectful, hateful, harmful, disparaging, or insulting comment on a social medium.



- b) Posting a picture, altered picture, or video on a social medium that is harmful, disrespectful, insulting, embarrassing, suggestive, provocative, or otherwise offensive.
- c) Creating or contributing to a Facebook group, webpage, Instagram account, Twitter feed, blog, or online forum devoted solely or in part to promoting negative or disparaging remarks or commentary about NA or its stakeholders or reputation
- d) Any instance of cyber-bullying or cyber-harassment where incidents of cyber-bullying and cyber-harassment can include but are not limited to the following conduct on any social medium, via text message, or via email: regular insults, negative comments, vexatious behaviour, pranks or jokes, threats, posing as another person, spreading rumours or lies, or other harmful behaviour.

Participants Responsibilities

- 6. Participants should be aware that their Social Media activity may be viewed by anyone; including NA.
- 7. If NA unofficially engages with a Participant in Social Media (such as by retweeting a tweet or sharing a photo on Facebook) the Participant may, at any time, ask NA to cease this engagement.
- 8. When using Social Media, a Participant must model appropriate behaviour befitting the Participant's role and status in connection with NA.
- 9. Removing content from Social Media after it has been posted (either publicly or privately) does not excuse the Participant from being subject to the *Discipline and Complaints Policy*.
- 10. An individual who believes that a Participant's Social Media activity is inappropriate or may violate policies and procedures should report the matter to NA in the manner outlined by the *Discipline and Complaints Policy*.



Nordiq Alberta's Responsibilities

11. NA has a responsibility to understand if and how Persons in Authority and Athletes are using Social Media to communicate with each other. Persons in Authority and Athletes may need to be reminded that behaviour in Social Media is still subject to the Code of Conduct and Ethics and Social Media Policy.

12. Complaints and concerns about the behaviour of a Person in Authority or Athlete in Social Media can be addressed under the *Discipline and Complaints Policy*.

Guidelines

13. The Guidelines in this section provide Persons in Authority and Athletes with tips and suggestions for Social Media use. Persons in Authority and Athletes are strongly encouraged to develop their own strategy for Social Media use (either written down or not) and ensure that their strategy for Social Media use is acceptable pursuant to the Code of Conduct and Ethics.

14. Given the nature of Social Media as a continually developing communication sphere, NA trusts its Persons in Authority and Athletes to use their best judgment when interacting with Social Media. These Guidelines are not hard and fast rules or behavioural laws; but rather recommendations that will inform individuals' best judgment. Social Media Guidelines for Persons in Authority

15. Persons in Authority should consider the following guidelines to inform their own strategy for Social Media use:
 - a) With Minor Athletes, ensure that parents/guardians are aware if some interactions may take place on Social Media and the context for those interactions, and give parents/guardians the option to prohibit or restrict communication in this space

 - b) Attempt to make communication with Athletes in Social Media as one-sided as possible. Be available for Athletes if they initiate contact – Athletes may wish to have this easy and quick access to you – but avoid imposing yourself into an Athlete's personal Social Media space



- c) Ensure all Social Media communication is professional, unambiguous, and on-topic. Avoid emojis and unspecific language that can be interpreted in multiple ways.
- d) Choosing not to engage with Social Media is an acceptable strategy. Be prepared to inform Athletes (and/or parents/guardians) why you will not engage in this space and explain which media you will use to communicate with them
- e) Athletes will search for your Social Media accounts. Be prepared for how you will respond when an Athlete attempts to interact with you on Social Media
- f) Annually review and update the privacy settings on all your Social Media accounts
- g) Consider monitoring or being generally aware of Athletes' public Social Media behaviour to ensure compliance with Code of Conduct and Ethics and this Policy
- h) Never demand access to an Athlete's private posts on Twitter, Instagram, or Facebook
- i) Do not send friend requests to Athletes. Never pressure Athletes to send you a friend request or follow your Social Media accounts
- j) If you accept a friend request from one Athlete, you should accept these requests from all Athletes. Be careful not to show favouritism on Social Media
- k) Consider managing your Social Media so that Athletes do not have the option to follow you on Twitter or send you a friend request on Facebook
- l) Do not identify Minor Athletes on publicly available Social Media
- m) Seek permission from adult Athletes before identifying them on publicly available Social Media
- n) Avoid adding Athletes to Snapchat and do not send snapchats to Athletes



- o) Do not post pictures or videos of Minor Athletes on your private Social Media accounts
- p) Be aware that you may acquire information about an Athlete that imposes an obligation of disclosure on your part (such as seeing pictures of Minor Athletes drinking during a trip)
- q) If selection decisions and other official team business are announced on Social Media, ensure they are also posted on a less-social medium like a website or distributed via email
- r) Never require Athletes to join Facebook, join a Facebook group, subscribe to a Twitter feed, or join a Facebook page about your team or organization
- s) If you create a page on Facebook or Instagram for your team or Athlete, do not make this Social Media site the exclusive location for important information. Duplicate important information in less-social channels (like on a website or via email)
- t) Exercise appropriate discretion when using Social Media for your own personal communications (with friends, colleagues, and other Persons in Authority) with the knowledge that your behaviour may be used as a model by Athletes
- u) Avoid association with Facebook groups, Instagram accounts, or Twitter feeds with explicit sexual conduct or viewpoints that might offend or compromise your relationship with an Athlete
- v) Never misrepresent yourself by using a fake name or fake profile

Social Media Guidelines for Athletes

16. The following tips should be used by Athletes to inform their own strategy for Social Media use:

- a) Set your privacy settings to restrict who can search for you and what private information other people can see.



- b) Coaches, teammates, officials, or opposing competitors may all add you to Facebook or follow you on Instagram or Twitter. You are not required to follow anyone or be Facebook friends with anyone.
- c) Avoid adding Persons in Authority to Snapchat and do not send snapchats to Persons in Authority.
- d) If you feel harassed by someone in a social medium, report it to your coach or another Person in Authority with your organization.
- e) You do not have to join a fan page on Facebook or follow a Twitter feed or Instagram account.
- f) Content posted on a social medium, relative to your privacy settings, is considered public. In most cases, you do not have a reasonable expectation of privacy for any material that you post.
- g) Content posted to a social medium is almost always permanent – consider that other individuals may take screen captures of your content (even snapchats) before you can delete them.
- h) Avoid posting pictures of, or alluding to, participation in illegal activity such as: speeding, physical assault, harassment, drinking alcohol (if underage), and smoking marijuana (if underage).
- i) Model appropriate behaviour in Social Media befitting your status as a) an Athlete, and b) a member of your organization and its governing organizations. As a representative of your organization, you have agreed to the Code of Conduct and Ethics and must follow that Code when you post material and interact with other people through Social Media.
- j) Be aware that your public Facebook page, Instagram account, or Twitter feed may be monitored by your organization, coach, or by another organization and content or behaviour demonstrated in Social Media may be subject to sanction under the Harassment, *Discipline and Complaints Policy*.



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Accessibility Policy

Including & Safeguarding People with Disability in Cross-Country Skiing

1. Many people with disabilities can join in cross-country skiing with little need for the activities or events to be modified, although Nordiq Alberta (NA) recognises that people with some forms of disability will benefit from thought being given to how activities can be modified to enhance their experience of cross-country skiing.
2. Clubs and volunteers organizing activities and events need to find a balance between meeting the needs of the larger numbers of participants without disabilities whilst trying, where it is feasible, to meet the needs of participants with disabilities.
3. In regard to children, NA recognises that “children with disability are children first; they need the opportunity to experience cross-country skiing in a safe environment, in the same way as children without disabilities”. To help achieve this, children and their families may need additional information, help, and support. Clubs, coaches, and volunteers may require training to ensure they act inclusively and in a safe way towards children and young people with disabilities.
4. NA encourages clubs to provide appropriate opportunities to those who wish to participate in cross-country in whatever capacity they choose, whether it be as a participant, coach, official or volunteer.

Assistive Devices

5. NA is committed to serving persons with disabilities who use assistive devices to obtain, use or benefit from the organization’s goods and services. NA will ensure that staff are trained and are familiar with various assistive devices that may be used by customers with disabilities while accessing our goods and services. Assistive devices will be permitted and may be used by persons with disabilities when participating or benefitting from the goods and services pertaining to NA. Assistive devices may not be permitted if the use of the device poses risk to the health and safety of the person using the device or to others using the goods and services of the organization.



Service Animals and Support Persons

6. NA is committed to welcoming people with disabilities who are accompanied by a service animal and/or a support person. Service Animals will be permitted entry for use by persons with disabilities to NA in all areas except for those prohibited by law. Where a service animal presents an unacceptable risk, other reasonable arrangements to provide goods and services shall be explored with the assistance of the person with a disability.

Support persons for people with disabilities are allowed to enter NA's premises. At no time will a person with a disability who is accompanied by a support person be prevented from having access to their support person while on our premises. Fees will not be charged for support persons for admission to NA's premises.

Clubs

7. A club which is inclusive of people with disabilities is one that has planned proactively the inclusion of people with disabilities in all aspects of club life and has taken practical steps to increase inclusion. This means a club which has:
 - a) Adopted a positive attitude towards the inclusion of people with disabilities;
 - b) Planned how people with disabilities can best participate in all aspects of the club's activities, for example participating in cross-country skiing, coaching and club administration; and,
 - c) Pro-actively implemented an action plan.

Considerations

8. Clubs should consult with NA about the options for including different people with disabilities in cross-country skiing activities. Participation options available in cross-country skiing include:
 - a) **Mainstream Participation:** Participants with disabilities training and competing in a mainstream club or event (e.g. a deaf individual or an upper limb amputee taking part in local activities and events organized by a club).
 - b) **Integrated Participation:** Disabled and non-disabled people participating in cross-country skiing with some adaptations to rules, or equipment, or choice of course (e.g. a blind person being accompanied by a 'buddy' in local events).



- c) **Disability Specific participation:** Disabled performers competing in a competition solely for that disability group (eg., Ski for Light).

Communication

- 9. The club should work with disabled people and if appropriate their family/carers to understand disabled peoples' needs and identify barriers to participation. Once this has been achieved the club should work toward eliminating or overcoming barriers where possible so that disabled people can be integrated into mainstream cross-country skiing where possible. The disabled individuals, and if appropriate their parent or carer, will have information they can share with the club on how the club could work towards meeting their needs to allow them to access cross-country skiing activities. Some disabilities progress with the age of the person and may need the club to review the situation. It is important that clubs work continuously with disabled people to ensure they reduce any increased risk of harm to the person whilst engaged in cross-country skiing.

Plan

- 10. To attract people with disabilities, NA clubs will need to proactively plan the inclusion of people with disabilities in their programmes. Ideally, this should be done as part of the club's development plan.

Make Activities Accessible

- 11. Cross-country skiing for everyone with or without a disability needs to be accessible. For children cross-country skiing also needs to provide the opportunity, irrespective of disability, to participate fully in a manner that accepts them as "a child first" with the disability second. To accomplish this clubs, coaches, and event volunteers may need to modify the rules and areas used to meet the requirements of some disabilities. Clubs may, increasingly, be able to fully integrate a disabled person into club activities and events. This will in part depend on the disability concerned.
- 12. Clubs, coaches, and event volunteers have a duty to provide access and an environment conducive to people with disabilities if it is feasible to do so.

Promote and Inform



13. Clubs should encourage more people with disabilities to participate in their activities by consulting with local disability groups, and by specifically targeting people with disabilities when promoting the club's programmes and activities. Local disability groups, special schools and adult centers will usually help with this by distributing information on behalf of your club. All club promotional literature should also make it clear that people with disabilities are welcome at the club. It is a good idea to use positive images of people with disabilities participating in cross-country skiing.

Medical Information

14. The club will need to maintain medical forms for people with disabilities who take part in club activities. It is particularly important the form is completed as early as possible when a person with disabilities joins the club. Some disabilities such as asthma may require minimal or no specific action by the club or coach. However, the knowledge of that disability will allow the club or coach to have an awareness of what action to take in an emergency, i.e., a severe asthma attack brought on during an activity. Most clubs will ask their coach to gather and maintain this information.

Assessing Needs

15. From the information received on the medical form, and through discussion with the people with disabilities and, if appropriate, their parents or carer, the club can identify how to best meet the person's needs to enable them to access the sport in full. Again, most clubs will delegate such responsibilities to one of their coaches.

Coaches

16. Coaches play a significant part in welcoming people with disabilities to the activity sessions that they run – and in motivating them to return. Coaches may feel that additional training will be beneficial and enable them to deliver a better service to people with disabilities. Clubs should support coaches with this training.
17. Coaches should work with the disabled person and if appropriate their family/carers to understand the disabled person's individual needs and identify barriers to participation. Once this has been achieved the coach should work toward eliminating or overcoming barriers where possible so that the disabled person has an opportunity to be integrated into mainstream cross-country skiing where possible. The person and if appropriate their parent or carer will have information they can share with the coach on how best to meet the person's needs to allow them to



access cross-country skiing activities. Additionally, some childhood disabilities progress with the age of the child and need constant reassessing medically. It is important that the coach work continuously with the person and parent or carer, if the person is a child, to ensure they are kept aware of relevant changes to reduce any increased risk of harm to the person whilst engaged in cross-country. Some people may have multiple disabilities. If so, the coach should look at the needs of the person in a holistic manner and consider how to meet all the needs, not just in one area of disability.

Assessing Needs

18. Below are some points to consider in completing an assessment of need:
 - a) Does the club provide adequate accessibility to club activities and events for the young person?
 - b) When attending activities or events delivered by other clubs does the organizing club provide adequate accessibility to club activities and events for the young person?
 - c) Have transport arrangements been considered in response to participant's disabilities?
 - d) Does the coach have the necessary information about the young person to establish effective communication strategies based on their level of understanding and preferred communication style?
 - e) Do the coaches (and club) have the required training?
 - f) Does the child or young person need additional help from a "support person" to access cross-country skiing activities?
 - g) What aids are required, and can they be provided? Do the parents have aids that can be used?
 - h) Does the young person need personal care and if so who will provide it? Bear in mind the requirements of safeguarding children to meet this need.
 - i) Medication – see above.
 - j) What advice can the parent/carer give to avoid/deal with possible problems in behaviour?
 - k) How will the coach (and club) ensure the young person with a disability is safeguarded from harm or injury while taking part in cross-country skiing activities?
 - l) Is an agreement with parents on the child attending activities or events required?



- m) What action should be taken if a medical emergency occurred relating to the disability?

Note: this is not an exhaustive list.

Modifying Rules

19. Below are suggestions for modifying rules:

- a) Make the activity easier or harder by altering some of the rules.
- b) Adjust the size of the area used for the activity.
- c) Vary the ease with which the control points can be located – make sure the points are large enough for participants with disabilities to see and find.
- d) Create different activities for participants of different abilities.
- e) Alter the ways to compete; for instance, using ‘score’ type cross-country skiing can be beneficial.
- f) Allow the participants to do the activity in teams or with support.
- g) If participants have mobility challenges make sure activities are accessible.
- h) Vary the distance that needs to be covered.
- i) Allow the practice of skills from a static position before introducing movement.
- j) Allow participants to take part in different ways
- k) Give participants time to do the activity.

Adapting Equipment

20. Below are suggestions for adapting equipment

- a) Educate on the operations of a sit ski (straight leg vs. bent leg design)
- b) Consider course maps that are easy to see and read (bright colours, big letters)
- c) Walker with skis

Communicating with People with Physical Disabilities

21. Coaches should communicate with people with physical disabilities in the same way as they would with anyone else. However, you may find the following practical communication tips useful:

- a) Speak in a manner appropriate to the age of the participant. Be careful not to patronize adults by being simplistic or over familiar.



- b) When adapting skills or techniques, discuss them with the participant – the individual person with the disability will know how their body moves best.

Communicating with People with Learning Disabilities

22. Communication tips for with people with learning disabilities

- a) Speak in a manner appropriate to the age of the participant with a learning disability.
- b) Always ask the participant for specific information. Only speak to their carer/parent if they are unable to supply the information themselves.
- c) When giving instructions, use simple straightforward words and language and avoid jargon. If possible, use symbols and colours instead.
- d) Break skills/drills down into easily learned steps and repeat them often and in a variety of ways.
- e) Avoid drills that rely heavily on numeracy skills.
- f) Always demonstrate skills/drills.
- g) Be patient and give participants time to learn skills.

Communicating with Blind or Partially Sighted People

23. Communication tips for people with impaired vision

- a) Remember most blind/partially sighted people have some degree of sight so the use of equipment/maps with good colour contrast will help most participants.
- b) Use the person's name to gain attention and make sure the participant knows when you are finished and when you are moving away from them.
- c) It is important that participants hear your instructions clearly. To achieve this, always face the person and speak directly to them.
- d) Before beginning your coaching sessions always familiarize the participant with the environment. This includes explaining the layout of the area, the number and location of other participants and the location of potential hazards (equipment etc.).
- e) Give clear, accurate descriptions of each task/drill and always ask the participant if they understand your instructions.
- f) If possible, supply written information in suitable formats. For example, large print, tape, CD or Braille. Ask individual participants what format they find most suitable.

Communicating with people who are Deaf or Hard of Hearing

24. There are varying degrees of deafness. Some people have no hearing (deaf) but most have some level of hearing (hard of hearing). The following tips will be useful when talking to most deaf or hard of hearing people:

- a) Make sure you have the listener's attention before you start speaking.
- b) Position yourself in front of the participant and maintain eye contact. Remember not to turn your face away from the person.
- c) Speak clearly but not too slowly and don't exaggerate your lip movements.
- d) Don't shout. It's uncomfortable for a hearing aid user and it looks aggressive.
- e) If someone doesn't understand what you've said, don't just keep repeating it. Try saying it in a different way and check they understand what you said.
- f) Where possible, use visual aids to explain technical points.
- g) Where possible, use demonstrations to explain skills/drills.

Use of language

25. There are language considerations to keep in mind when you talk about disability and accessibility. Be aware that the words you use can be very powerful: they can both help and hurt. Some words can make people feel welcome, included, and respected. Other words can make people feel angry, ignored, or hurt. See Appendix H (Use of Language) for things to avoid when choosing your words.

Check Your Behaviour

26. Below are things to consider about checking your behaviour:

- a) Treat people with disabilities as adults: make appropriate contact with disabled people according to the situation. Do not be over familiar and only call a person by their first name if you are doing the same to others present.
- b) Talk directly to people with disabilities: do not assume anyone accompanying this person is a 'carer'. Relax and talk directly to the disabled person.
- c) Don't be embarrassed about using everyday expressions such as 'see you later' or 'going for a walk' in the company of disabled people. Most disabled people also use these phrases.



- d) Offer assistance to people with disabilities, but only if they appear to need help and always wait until your offer of help is accepted. Do not assume you know the best way of helping – ask the person and listen.
- e) Don't be over-protective; people with disabilities are not fragile – do not underestimate their capabilities. If you're not sure, ask the person concerned.

Feedback Process

27. NA is committed to meeting and surpassing the unique needs and expectations of its customers while serving customers with disabilities. Comments on our services regarding how well those expectations are being met are welcomed and greatly appreciated. Feedback regarding policies, practices and procedures concerning goods and services provided to persons with disabilities can be made by email, phone, in person or by mail. All feedback should be directed to the NA Director of Operations and/or Chair of the Board of Directors.

Complaints will be addressed according to the NA complaint process, as outlined in the *Discipline and Complaints Policy*

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Section IV

Prevention



Screening Policy

Preamble

1. Nordiq Alberta promotes excellence, enjoyment and ethical conduct through community-based recreational and competitive programs that appeal to skiers of all ages. It is critical to this mission that Nordiq Alberta provides a safe and secure environment for all its participants. The purpose of adopting a screening policy is to support that secure environment by ensuring, to the extent possible, that volunteers and paid personnel who may work with vulnerable persons are subjected to a process of “screening” to ensure the safety of participants.

2. The intent of this policy and the associated requirements is not to cast doubt on the quality and conduct of volunteers and paid staff engaged by Nordiq Alberta and affiliated organizations. The focus of the policy is on the positions that create risk because of the demands and exposure of the position to vulnerable participants. The incumbents of those positions which are most affected by screening initiatives are generally the most dedicated and selfless of our leaders. It is therefore critical that this policy be implemented as sensitively as possible.

Aim

3. The aim of this document is to state the Nordiq Alberta policy on screening, to direct its adoption also at the club level and to provide procedures to support its implementation at the division (Nordiq Alberta) and club level.

Definitions

4. Junior Athletes: (References may also be made to Junior Participants, or Junior Racing Team, or Junior Racers): all participants in activities run or sponsored by Nordiq Alberta or affiliated clubs who are under 18 years of age.

5. Criminal Background Check: The process of securing information from the police about individuals, as well as to describe the form or report in which information is provided. It may include a check of national, local and regional police records. At the end of the process, a report is issued. The report may simply identify whether someone has a criminal record, or it may



provide details of actual offenses. Just as the process varies among police agencies, so too do the report forms.

6. Position of Trust: A position of trust identifies a situation in which someone is placed in a position of authority over another person in an ongoing relationship. A position of trust implies that someone has some degree of power over another, that the relationship is unequal. Individuals in positions of trust may be family members, friends, caregivers, volunteers or employees. A position of trust identifies a situation which may be considered risky because of the demands of the position.

7. Screening: Screening is a series of initiatives and protective mechanisms which minimize the potential for abuse or injury. These mechanisms may include:

- the requirements for applicants to submit formal applications for employment in “positions of trust” on a volunteer or paid basis;
- the use of interviews for applicants to a volunteer or paid position of trust;
- the use of reference checks for such positions;
- verification of certification or qualification for the position;
- the use of Criminal Background Checks or other background checks by the hiring organization;
- the use of risk management or risk mitigation measures aimed at reducing the risks inherent in certain relationships (refer to reference point #11 for more information).

8. Vulnerable Person/Participant: Volunteer Canada uses this term to denote individuals who have difficulty protecting themselves and are therefore at greater risk of harm. People may be vulnerable because of age, disability, or circumstances. Vulnerability may be a temporary or a permanent condition. This is purposely a broad definition; one that can include children, youth, senior citizens, people with physical, developmental, social, emotional or other disabilities. Vulnerable people will also include people who have been victims of crime or accident or are otherwise left with little defense against those who would harm them.

9. It is the responsibility of Nordiq Alberta and of any Nordiq Alberta-registered clubs or other Nordiq Alberta affiliated organizations to ensure appropriate screening and that other protective mechanisms are in place to ensure the safety and security of vulnerable persons. This is the case with respect to the engagement of volunteers or paid personnel into positions of trust, particularly where those positions involve care for vulnerable persons.



10. Given the normal range of activities pursued by Nordiq Alberta and its affiliated clubs, particularly our focus on youth participation and the development of high-performance athletes, the situations that pose risk are those which involve the interaction of adult leaders (volunteers and paid) with youth participants and people with disabilities.

11. In many cases, risk management or mitigation measures can be put in place, which can serve to reduce or eliminate risk. Nordiq Alberta has implemented the following measures for its division-sponsored activities. It is recommended that Nordiq Alberta clubs adopt the following measures as common practice, and that these be made the subject of written club guidelines:

- For all levels of youth instructional or training activity, including Bunny-Rabbit/Jackrabbit leader positions, to ensure that every training or lesson group is accompanied by at least two coaches; or a coach and at least one other designated, responsible adult.
- That all youth instructional and training activity be based on a published schedule, with known and predictable locations, destinations and return times.
- That parents/guardians ensure that their children are dressed and ready for an activity of known duration.
- That on occasions involving overnight trips by any youth groups (e.g., skiing to an overnight cabin), the designated coach leading the trip be supported by a sufficient number of other adults, including representation of both male and female adults where youth of both genders are involved; **in any case all such trips should be accompanied by at least two adults.**
- For overnight trips including persons under 18 years of age, to ensure that at least one adult of each gender is included in team management (coaches, drivers, chaperones) where the athletes are of both genders;
- For overnight trips including persons under 18 years of age, where the athletes are all of the same gender, that at least one of the team managements be of that gender. Where that is impossible, arrangements could be made with other teams at the same event to share such supervisory roles.
- That coaches and other team management avoid, to the extent possible, being alone in the same room with one athlete when in lodging facilities and that, in all such cases, the door of the room must be kept open.



- To ensure that on any trip involving van transportation, there are sufficient drivers to relieve coaches of all or most driving responsibilities.

12. These measures can considerably mitigate risk. There is a range of risk levels among the activities associated with our sport. The potential risks inherent in a typical on-snow Jackrabbit session are normally limited by its short duration and proximity to clubhouse and parents. They can be further mitigated as suggested in paragraph 11 above (e.g., by having parents accompany classes). However, with the further development of our sport, even Jackrabbit-age children are increasingly involved in a greater variety of activities, such as off-season dry-land training, which require attention to be paid to potential risks. The greatest potential risk occurs when a responsible individual is required to lead or accompany a group (or team) on an overnight trip whether on skis to a cabin in the woods or by road to an out-of-town event.

13. Characteristics of “high-risk” positions are those where the incumbents:

- are frequently alone with youth under the age of 18, or with other vulnerable participants;
- are in a position of significant power over athletes or other participants;
- travel out of town and away from parent/guardian supervision;
- may be operating a motor vehicle with youth or others as passengers.

14. Characteristics of “medium-risk” positions are any other positions where the incumbents have prime responsibility for vulnerable persons, even where those situations have been mitigated as suggested above – e.g., Jackrabbit leader.

15. It follows that a coaching position should be considered a high-risk position. Similarly, persons who may form part of Team Management staff (Managers, Drivers, and Chaperones) may also be required to fulfill some of the screening procedures listed below, particularly where such roles are seen as on-going or recurring appointments, rather than occasional assignments.

16. Nordiq Alberta understands that the Police Record Checks Reform Act, 2015 requires the individual to consent in writing before requesting a criminal record check (such as an E-PIC). The Act also requires the individual to consent in writing for any disclosure of the results to the requesting organization.



17. For the purposes of this Policy, Nordiq Alberta defines a young person as someone who is younger than 18 years old. Nordiq Alberta understands that it may not request to see a young person's youth record. When screening young people, Nordiq Alberta will:

- a) Not require the young person to obtain a criminal record check; and
- b) In lieu of obtaining a criminal record check, require the young person to submit up to two (2) additional letters of reference

Application of Screening Policy

18. It is required that all members clubs and other organizations affiliated with NA (including any teams/activities sponsored by NA) adopt a screening policy and procedures, as recommended in this policy, and adapt it to their circumstances. Such a club screening policy must include:

For supporting staff in "high-risk" positions (e.g. Team Managers, Team Head Coach, Apprentice Coach(es), Waxing Coach), whether paid or unpaid, accompanying athletes to a race-series, training camps or other activity

- a) written application;
- b) an interview and reference checks (where applicants are not well known to the organizers);
- c) a criminal background check (a current Criminal Background Check is less than 3 years old) (See reference point #20).
- d) Recommended Training for these positions include: Rule of Two and Safe Sport Training (See *Required Training Policy*)

For individuals in medium-risk positions (i.e. all other people whose roles involve regular contact with vulnerable persons):

- a criminal background check (a current Criminal Background Check)

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Required Training Policy

Preamble

1. Nordiq Alberta (NA) is committed to providing safe environments for children, youth, and other vulnerable persons. To demonstrate this commitment, NA has a *Screening Policy* that all coaches and other individuals in paid or volunteer positions who are in direct contact with minors must abide by.

Safe Sport Training

2. All coaches must complete the 'Safe Sport' online modules as a condition of the Coaching License.
 - <https://safesport.coach.ca/participants-training>.
3. All coaches complete the 'Understanding the Rule of Two' online modules as a condition of the Coaching License.
 - <https://coach.ca/promoting-safety-sport-through-cacs-understanding-rule-two-elearning-module>
4. This applies to all coaches registered with; or named on an official sport roster; or under the jurisdiction of NA.
5. Any coach not having completed the required training or maintained certified status in the timeframe established by NA may be removed as a coach until such time that the Required Safe Sport training is complete.
6. Non-compliance of this policy may result in further discipline as determined by the Board of Directors and in accordance with applicable NA policies.

Minimum Mandatory Coaching Qualifications

7. A principle of athlete development is that "every athlete is entitled to competent coaching". To improve the minimum standard of coaching throughout our athlete development system, NA has in place established standards for coaching qualifications. These standards are also needed to prepare our sport system to meet the minimum coaching qualifications required for the Canada Winter Games and other events such as Provincial Winter Games.



8. Although every ski club will have its own approach to ski programs, club policies and volunteer screening procedures, every aspiring club volunteer/coach should be prepared to complete a Criminal Record check with your local police service (e.g. Edmonton Police Service), a Child Abuse Registry check and to provide the club with personal references prior to becoming involved with a youth program.
9. Coaches must be active NCCP Community Coaches “in training” (must have completed the ICC Workshop) in order to supervise, instruct or coach ski activities for children six years of age and younger, or assist with the supervising, instructing or coaching of ski activities for children six to nine years of age.
10. Coaches must be active, “trained” NCCP Community Coaches (must have completed the Community Coach Workshop) in order to supervise, instruct or coach ski activities for children six to nine years of age, or assist with the supervising, instructing or coaching of ski activities for children nine to sixteen years of age.
11. Coaches must be active NCCP CCI coaches “in training” (must have completed the L2T Dryland workshop) in order to supervise, instruct or coach ski activities for children nine to sixteen years of age.
12. Coaches under sixteen years of age (U16) that have completed the ICC Workshop can only assist with ski activities for children six years of age and younger, under the supervision of a qualified coach 16 years of age or older.
13. Coaches under sixteen year of age (U16) that have completed the CC Workshop can only assist with ski activities for children nine years of age and younger, under the supervision of a qualified coach 16 or older.
14. Coaches must be a minimum of 14 years of age on the first day of an ICC Workshop in order to participate in that course. Although it is not a requirement, NA strongly suggests, when possible, that coaches that are 14 or 15 years of age (U16) participate in workshops specifically targeting this age group in order to allow the learning facilitator to adapt their facilitation to the learning profile that characterizes U16 coaches. These coaches’ learning experience will be enhanced by an adapted facilitation style as opposed to trying to adapt to a class made up of more mature adults with a very different background.
15. Coaches must be a minimum of 16 years of age on the first day of a CCI – L2T (Dryland) Workshop to participate in that course.



16. The minimum age for designating a coach as NCCP “in training”, “trained”, and “certified” is 16 years of age. Therefore, U16 coaches that have completed ICC and CC Workshops will be recognized on the CAC Database with the status indicator “Under 16”. Roll-over to the appropriate post-16 status indicator will happen automatically upon their 16th birthday.

Recommended Training: Respect in Sport (RIS)

17. Respect In Sport

<https://www.respectgroupinc.com/respect-in-sport/>

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Athlete Protection Policy

Definitions

1. Terms in this Policy are defined as follows:
 - a) **Athlete** – An individual who is an Athlete Participant in Nordiq Alberta (NA) who is subject to the policies of NA and to the Code of Conduct and Ethics.
 - b) **Minor** – Any Participant who is under the age of 18 years old at the time and in the jurisdiction where the alleged Maltreatment has occurred. Adults are responsible for knowing the age of a Minor.
 - c) **Participants** – Refers to all categories of individual members and/or registrants defined in the By-laws of NA who are subject to the policies of NA, as well as all people employed by, contracted by, or engaged in activities with, NA including, but not limited to, employees, contractors, Athletes, coaches, instructors, officials, volunteers, managers, administrators, committee members, parents or guardians, spectators, committee members, and Directors and Officers.
 - d) **Person in Authority** – Any Participant who holds a position of authority within NA including, but not limited to, coaches, instructors, officials, managers, support personnel, chaperones, committee members, and Directors and Officers.
 - e) **Vulnerable Participants** – Includes Minors and vulnerable adults (people who, because of age, disability, or other circumstance, are in a position of dependence on others or are otherwise at a greater risk than the general population of being harmed by Persons in Authority).

Purpose

2. This Athlete Protection Policy describes how Persons in Authority shall maintain a safe sport environment for all Athletes.

Interactions between Persons in Authority and Athletes – the ‘Rule of Two’

3. NA requires that the ‘Rule of Two’ be followed for all Persons in Authority who interact with Athletes, to the maximum extent feasible. The ‘Rule of Two’ is a directive that says that an Athlete must **never** be alone **one-on-one** with an unrelated Person in Authority.



4. NA recognizes that fully implementing the 'Rule of Two' may not always be possible in some instances. Consequently, at a minimum, interactions between Persons in Authority and Athletes must respect the following:
 - a) To the maximum extent possible, the training environment should be visible and accessible so that all interactions between Persons in Authority and Athletes are observable.
 - b) Private and one-on-one situations that are not observable by another adult or Athlete should be avoided to the maximum extent possible.
 - c) A Vulnerable Participant may not be alone under the supervision of a Person in Authority unless prior written permission is obtained from the Vulnerable Participant's parent or guardian.
 - d) Persons in Authority may not invite or host Vulnerable Participants in their home without the written permission from parents or guardians or without parents or guardians having knowledge of the visit.

Competitions and Training Sessions

5. For competitions and training sessions, NA recommends:
 - a) A Person in Authority should never be alone with a Vulnerable Participant prior to or following a competition or training session unless the Person in Authority is the Vulnerable Participant's parent or guardian.
 - b) If the Vulnerable Participant is the first Athlete to arrive, the Athlete's parent should remain until another Athlete or Person in Authority arrives.
 - c) If a Vulnerable Participant would potentially be alone with a Person in Authority following a competition or training session, the Person in Authority should ask another Person in Authority (or a parent or guardian of another Athlete) to stay until all the Athletes have been picked up. If an adult is unavailable, another Athlete, who is preferably not a Vulnerable Participant, should be present to avoid the Person in Authority being alone with a Vulnerable Participant.
 - d) Persons in Authority giving instructions, demonstrating skills, or facilitating drills or lessons to an individual Athlete should always do so within earshot and eyesight of another Person in Authority.



- e) Persons in Authority and Athletes should take steps to achieve transparency and accountability in their interactions. For example, a Person in Authority and an Athlete who know they will be away from other Participants for a lengthy period must inform another Person in Authority where they are going and when they are expected to return. Persons in Authority should always be reachable by phone or text message.

Communications

- 6. For communication between Persons in Authority and Athletes, NA recommends:
 - a) Persons in Authority may only send texts, direct messages on social media or emails to individual Athletes when necessary and only for communicating information related to team issues and activities (e.g., non-personal information). Any such texts, messages or emails shall be professional in tone.
 - b) Electronic communication between Persons in Authority and Athletes that is personal in nature should be avoided. If such personal communication is unavoidable, it must be recorded and available for review by another Person in Authority and/or by the Athlete's parent/guardian (when the Athlete is a Vulnerable Participant).
 - c) Parents/guardians may request that their child not be contacted by a Person in Authority using any form of electronic communication and/or may request that certain information about their child not be distributed in any form of electronic communication.
 - d) All communication between a Person in Authority and Athletes must be between the hours of 6:00am and midnight unless extenuating circumstances justify otherwise.
 - e) Communication concerning drugs or alcohol use (unless regarding its prohibition) is not permitted.
 - f) No sexually explicit language or imagery or sexually oriented conversation may be communicated in any medium.
 - g) Persons in Authority are not permitted to ask Athletes to keep a personal secret for them.

Travel

- 7. For travel involving Persons in Authority and Athletes, NA recommends:



- a) Teams or groups of Athletes shall always have at least two Persons in Authority with them.
- b) For mixed gender teams or groups of Athletes, there should be one Person in Authority from each gender.
- c) If two Persons in Authority cannot be present, reasonable efforts should be made to supplement supervision with screened parents or other volunteers.
- d) To the maximum extent possible, no Person in Authority may drive a vehicle alone with an Athlete unless the Person in Authority is the Athlete's parent or guardian.
- e) A Person in Authority may not share a hotel room or be alone with an Athlete unless the Person in Authority is the Athlete's parent/guardian or spouse.
- f) Room or bed checks during overnight stays must be done by two Persons in Authority.
- g) For overnight travel when Athletes must share a hotel room, roommates must be age appropriate and of the same gender identity.

Locker Rooms / Changing Areas

8. For locker rooms, changing areas and other closed meeting spaces, NA recommends:
 - a) Interactions between Persons in Authority and Athletes should not occur in any area where there is a reasonable expectation of privacy such as a locker room, washroom or changing area. A second adult should be present for any necessary interaction between an adult and an Athlete in any such area.
 - b) If Persons in Authority are not present in the locker room or changing area, or if they are not permitted to be present, they should still be available outside the locker room or changing area and be able to enter the room or area if required, for reasons including but not limited to team communications and/or emergencies.

Photography / Video

9. For all photography and video of an Athlete, NA recommends:
 - a) Photographs and video should only be taken in public view. Content must observe generally accepted standards of decency, and be both appropriate for and in the best interest of the Athlete.



- b) The use of recording devices in areas where there is a reasonable expectation of privacy is strictly prohibited.
- c) Examples of photos that shall be edited or deleted include:
 - i. Images with misplaced apparel or where undergarments are showing
 - ii. Suggestive or provocative poses
 - iii. Embarrassing images
- d) If any content featuring an athlete will be used on any form of public media, a Photo and Video Consent Form (pending) must be completed before the content is recorded.

Physical Contact

10. Some physical contact between Persons in Authority and Athletes may be necessary for various reasons including, but not limited to, teaching a skill, or tending to an injury. For physical contact, NA recommends:
- a) A Person in Authority must always request permission to make physical contact from the Athlete in advance and clearly explain where and why the physical contact will occur. The Person in Authority must make clear that they are requesting to touch the Athlete and not requiring physical contact.
 - b) Infrequent, incidental physical contact during a training session is not considered a violation of policy.
 - c) Non-essential physical contact may not be initiated by the Person of Authority. It is recognized that some Athletes may initiate non-essential physical contact such as hugging or other physical contact with a Person in Authority for various reasons (e.g., such as celebrating or crying after a poor performance). This physical contact should always occur in an open and observable environment.

Enforcement

11. Any alleged violations of this *Athlete Protection Policy* shall be addressed pursuant to the *Harassment, Abuse, and Anti-Bully, and Reporting Services Policy*.

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Risk Management Policy

Preamble

1. Nordiq Alberta (NA) is committed to managing risks by ensuring its decisions and actions reflect established standards and organizational values.

Purpose

2. The purpose of this Policy is to provide a guiding statement on how risks will be managed. In general, NA views risk management as a comprehensive approach to improving organizational performance.
3. This Policy has other purposes, namely:
 - a) Reinforcing an understanding of risk management as having a broad focus, beyond merely preventing lawsuits and financial losses
 - b) Performing an educational function for staff and the Board
 - c) Over the longer term, contributing to enhancing a 'risk management culture' within NA
4. Ultimately, successful risk management has the following benefits:
 - a) Prevents or limits injury or losses to participants, volunteers, and staff
 - b) Helps to protect NA against unnecessary litigation
 - c) Ensures that NA is compliant with all applicable laws, regulations, and standards
 - d) Improves the quality and relevance of the programs and services that NA provide to its participants/registrants, partners, and sponsors
 - e) Promotes improved business management and human resource management practices
 - f) Enhances the brand, reputation, and image of NA in the community
 - g) Overall, enhances the ability of NA to achieve its strategic objectives



Principles

5. The International Standard Organization risk management principles are:
 - a) Risk management creates and protects value
 - b) Risk management is an integral part of all organizational processes
 - c) Risk management is part of decision making
 - d) Risk management explicitly addresses uncertainty
 - e) Risk management is systematic, structured, and timely
 - f) Risk management is based on the best available information
 - g) Risk management is tailored
 - h) Risk management considers human and cultural factors
 - i) Risk management is transparent and inclusive
 - j) Risk management is dynamic, iterative, and responsive to change
 - k) Risk management facilitates continual improvement of the organization

Policy

6. NA makes the following commitments:
 - a) Activities and events will incorporate the principles of risk management
 - b) Systematic and explicit steps will be taken to identify, assess, manage and communicate risks facing the organization in a timely fashion
 - c) Risk mitigation strategies will be reasonable and will reflect the reasonable standard of care in any circumstance (where standard of care is determined by written/published standards, industry practices, established case law precedent, and common sense)



7. NA acknowledges that risk management is a broad activity and a shared responsibility. All Directors, Officers, clubs, staff, and volunteers have an ongoing responsibility to take appropriate measures within their scope of authority and responsibility to identify, assess, manage, and communicate risks to those that they report to.

Risk Tolerance

8. The 'significance of a risk' refers to the combined ranking of the possibility/likelihood of a risk occurring and the consequence should it occur.

9. Possibility

- a) Unlikely – less likely to happen than not; occurs every 5 years
- b) Possible – just as likely to happen as not; occurs once every year
- c) Probably – more likely to happen than not; occurs once a month
- d) Almost certain – sure to happen; occurs once a week

10. Consequence

- a) Minor – will have an impact on the achievement of the objective that can be dealt with through small internal adjustments
- b) Moderate – will have an impact on some aspect of the achievement of the objective that will require changes to strategy or program delivery that may require a delay or increase in cost
- c) Serious – will significantly impact the achievement of the objective and require additional time, resources, costs, and thought
- d) Catastrophic – will have a debilitating impact on the achievement of the objective; staff and board need to devote full time resources to managing the situation

Commitment

11. Risks are identified by Directors and staff on an ongoing basis. All Minor-to-Moderate risks are managed by the Risk Manager and captured within program documents.



12. Risks that arise and are Serious to Catastrophic are treated as follows:

- a) If a **Serious** risk is identified, it must be communicated to the Chair or the Director of Operations Officer within 48 hours of the risk being identified. The individual will take all reasonable measures to manage the risk including, but not limited to, seeking the advice from Directors, consulting external experts, etc. Once the individual feels that the risk has been managed or is in the process of being resolved, the Board will be advised using the most appropriate communications, which depending on the nature of the risk, may include an issue document, sharing at the next meeting, or calling a separate Board meeting to keep the Board informed.
- b) If a **Catastrophic** risk has been identified, the Chair must be contacted immediately. The Chair and the Director of Operations will determine the most appropriate action and if appropriate, may organize a Board meeting within 48 hours of the risk arising. It is understood that factors may arise that prevent this from happening including time zone, availability, nature of the risk, etc. All reasonable efforts will be made to manage the risk as it occurs, taking the necessary measures including, not too limited to, seeking the advice from internal partners, other Directors, and external experts.

Procedures

13. Managing risks involves three steps:

- a) Identifying potential risks using an informed, environmental scan approach
- b) Assessing the significance of a risk by considering its likelihood and consequences
- c) Developing and implementing measures to address those risks deemed significant by reducing likelihood, consequences, or both

14. . Risks arise from a number of categories of the operations of NA. The following categories will be used when identifying risks:

a) **Operational / Program Risks**

Risks related to the development, sanctioning, and implementation of programs; management of human resources, including staff and volunteers; organizational capacity to meet member and stakeholder expectations. Technology and intellectual property risks related to the purchase, leasing, use, and storage of all hardware and software, programs, data, records, information including the protection of all intellectual property assets.



b) Compliance Risks

Risks related to failure to comply with existing laws and regulations governing employment, privacy, and workplace safety. Also includes complying with anti doping policies, Sport Canada, other agency standards for funding and accountability, and the fulfillment of contractual obligations.

c) Communication Risks

Risks related to internal and external communications, information management systems, crisis and issues management, media relations, image and reputation management, missed opportunities to promote and exploit successful outcomes, management of intellectual property, social media opportunities and pitfalls, confidentiality.

d) External Risks

Risks that are not in direct control of the organization such as funding frameworks from government and other agencies; relations with governments, games organizations and international federations; security threats/risks, involvement in other sport partnerships; hosting decisions and requirements; changing political priorities.

e) Governance Risks

Risks related to clarity of roles and responsibilities, decision-making and oversight, organizational structure, and performance; management of disputes and conflict of interest, planning for diversity and succession of the Board and committees, retention of corporate knowledge, staying current with trends affecting NA.

f) Financial Risks

Risks related to financial monitoring and reporting, flexibility to control and direct funds, sponsorship attraction and retention, currency exchange rates, investment and management of reserve funds, protection of revenue streams, long-term financial sustainability.

g) Health and Safety of Athletes

Risks related to the safety of athletes, abuse and/or harassment of athletes, practice or competition environment, equipment, and progressive training of athletes



15. All risks faced by NA can be addressed by one or more of the following four general strategies:
 - a) **Retain the risk** – no action is taken because the possibility and consequence of the risk is low. It may also be that the risk is inherent in the activity itself and thus can be accepted in its present form.
 - b) **Reduce the risk** – steps are taken to reduce the possibility of the risk, and/or its potential consequences, through efforts such as improved planning, policies, delivery, supervision, monitoring, or education.
 - c) **Transfer the risk** – accept the level of risk but transfer some or all of it to others through the use of insurance, waiver of liability agreements or other business contracts.
 - d) **Avoid the risk** – eliminate the risk by avoiding the activity giving rise to the risk – in other words, simply decide NOT to do something, or to eliminate some activity or initiative.

16. The above general strategies translate into a variety of risk control measures, which for NA may include, but are not limited to:
 - a) Development of policies, procedures, standards, and rules
 - b) Effective communication
 - c) Education, instruction, professional development, and specialized training
 - d) Ensuring a core set of organizational values have been identified, defined, and communicated throughout the organization
 - e) Adherence to minimum, mandatory qualifications and/or certifications for key staff and leaders
 - f) Use of robust and legally sound contracts (i.e., employment agreements, contractor agreements, partnership agreements)
 - g) Improving role clarity through use of written position descriptions and committee terms of reference
 - h) Supervision and monitoring of staff, volunteers, participants and activities



- i) Establishing and communicating procedures to handle concerns, complaints and disputes
- j) Implementing schedules for regular review, maintenance, repair and replacement of equipment
- k) Preparing procedures and protocols for emergency response and crisis management
- l) Use of warnings, signage, participation agreements and waiver of liability agreements that are warranted
- m) Purchasing appropriate insurance coverage for all activities and reviewing regularly

Reporting and Communication

17. To ensure that risk management remains a high priority within NA, and to promote an organizational culture that embraces a risk management perspective, risk management will be a standing item on necessary Board meeting agenda, so that staff (if applicable) and Directors can provide updates as required.

NA recognizes that communication is an essential part of risk management. This policy will be communicated to staff, the Board of Directors, Committees, and volunteers, and NA will encourage all individuals to communicate their risk management

Policy History	
Approved	
Next Review Date	



Appendix A - Contact Information

Independent Third Party Complaint Receiver's Role

- To receive and acknowledge all complaints under this policy;
- To determine if the complaint is admissible as per the application of this policy;
- To preserve the confidentiality of the complaints to the greatest extent possible;
- To report about the complaint, allegation or concern to the Director of Operations and Board Chair of Nordiq Alberta;
- To oversee appointing and arranging an independent investigator where warranted under this policy, to receive the investigation report, and where appropriate, convene the Panel as referenced within this policy;
- To ensure the matter is reviewed in accordance with the principles of procedural fairness;
- To take every reasonable precaution to ensure that the investigative process and complaint process is carried out with due diligence and respect for the rights of those involved.

Elizabeth Ward – elizabeth@ewcsport.com

Canadian Sport Helpline

Phone and Text Message

1-888-83SPORT

1-888-837-7678

Email info@abuse-free-sport.ca

Website <https://abuse-free-sport.ca/>

A banner for the Canadian Sport Helpline. On the left, it says "CANADIAN SPORT HELPLINE" in white and yellow text on a dark background. To the right, it lists "ABUSE HARASSMENT DISCRIMINATION" in white. Further right, it provides contact information: "1-888-83SPORT (77678)", "info@abuse-free-sport.ca", and "www.abuse-free-sport.ca". On the far right, it states "8 am - 8 pm (ET) 7 days a week" and features the "Canada" logo.



Appendix B - Nordiq Alberta Adult Volunteer Waiver (for roles supervising minors)

WARNING! By signing this document, you will waive certain legal rights, including the right to sue. Read carefully.

Cross-country ski Program/Event & Date _____

This is a binding legal agreement. As a Volunteer in the above Cross-country ski Program/Event, I acknowledge and agree to the following terms:

Disclaimer:

1. The Nordiq Alberta (NA), their respective directors, officers, committee members, members, employees, coaches, volunteers, officials, participants, agents, owners/operators of facilities, representatives, and any other person or organization participating in, or connected with, the Cross-country ski Program/Event (hereinafter collectively referred to as the "RELEASES") are not responsible for any injury, personal injury, damage, property damage, expense, loss of income or loss of any kind that I might suffer during, or as a result of, the activity, caused in any manner whatsoever including, but not limited to, the negligence of the Releases.

Description of Risks

2. I acknowledge and fully understand that Cross-country skiing is an activity, which includes, but is not limited to, skiing or other means of moving on snowy icy surfaces in areas that may contain harsh terrain, and exposure to variable weather conditions.
3. I acknowledge that injuries sustained can be severe, even deadly, and can result in reduced mobility or loss of any kind.
4. I am aware that my risk of injury is reduced if I follow all rules established for the event participation.

Description of Volunteer Responsibilities

5. **I will never be alone with a minor, unless my volunteer position requires me to have completed a Police Information Check.**
6. **I understand that my acceptance as a volunteer is with a clear criminal record and I will notify the NA if my status changes.**
7. I will follow NA's Volunteer policies including all relevant procedures and all instructions given to me
8. I understand my position description and will execute my duties to the best of my abilities.
9. I acknowledge and fully understand that there may be periods of time during the Cross-country ski event when I will be alone in the terrain and that I am ultimately responsible for my own safety.

Release of Liability

In consideration of the Releases allowing me to volunteer, I agree:

10. To freely accept and fully assume all risks arising out of, associated with or related to my volunteering.
11. To be solely responsible for any injury, loss or damage that I might sustain while volunteering.



12. To forever release, waive and discharge the Releases from liability for any and all claims, demands, actions, damages and costs that might arise out of my volunteering, even though such risks, injuries, loss, death, damage, claims, demands, actions or costs may have been caused by the negligence of the Releases.

Acknowledgement and Consent

13. I acknowledge that I have read and understood this Waiver and Release of Liability Agreement prior to signing it, that I have executed this Agreement voluntarily, and that this Agreement is to be binding upon myself, my heirs, executors, administrators and representatives.
14. I acknowledge that my personal information (name, age, email and address - summary information only) may be given to the NA and Nordiq Canada for use in their secure database for the sole purpose of keeping track of participation at provincial and national levels. This information will not be given to any other organization.
15. I consent to the non-commercial use of photographs, videos and recordings taken during the activity.
16. I acknowledge that by signing this Agreement, I agree to be bound by all that is contained in this Legal Agreement, even if I have not read the Agreement.

Volunteer's Name: _____ Date: _____

Volunteer's Signature: _____ Volunteer Role: _____



Appendix C: Nordiq Alberta Youth Volunteer Agreement

(For Those Under 18 Years Old, as of date of volunteering)

By signing this document, you will waive certain legal rights, PLEASE READ CAREFULLY.

IN CONSIDERATION of allowing my minor child/ward to volunteer in the programs, activities and events of Nordiq Alberta, **I ASSURE TO YOU THAT:**

1. I am the parent/guardian of the participant having full legal responsibility for decisions regarding the participant .
2. I believe that my minor child/ward is physically, emotionally and mentally able to participate in the programs, activities and events of the NA (hereinafter referred to as the Association) as a youth volunteer.
3. I hereby acknowledge that I am aware of the risks and hazards associated with or related to the cross-country ski programs, activities and events of the Association, which include without limitation, competitions, training sessions, camps, clinics of all kinds (hereinafter called the Activities).
4. I fully understand that cross-country skiing is an activity where my minor child/ward will travel by ski or foot or other means in areas that may contain harsh terrain, and exposure to variable weather conditions.
5. Furthermore, I am aware that:
 - a. Injuries sustained to my minor child/ward can be severe, even deadly, and result in reduced mobility and losses of any kind;
 - b. My minor child/ward may experience anxiety while challenging himself/herself during the Activities;
 - c. My minor child/ward's risk of injury is reduced if they follows all rules established for participation as described in the program/event
 - d. My minor child/ward's risk of injury increases as he/she becomes fatigued.

I UNDERSTAND AND AGREE, on behalf of myself, my heirs, assigns, personal representatives and next of kin that my signing of this document constitutes that:

6. I forever release, waive and discharge the Association and any other person or organization participating in, or connected with, the Activities from responsibility and liability for any and all claims, demands, actions, damages and costs which might arise out of my minor child/ward's participation. I understand the Association to mean: the Alberta NA, including their respective



directors, officers, committee members, members, employees, coaches, volunteers, officials, participants, agents, owners/operators of facilities and representatives.

7. I am allowing my minor child/ward willingly and my minor child/ward is participating voluntarily as a youth volunteer in the Activities.
8. I agree that there are risks as described above and my minor child/ward will be exposed to these risks and hazards.
9. I agree to accept all these risks and hazards and be responsible for any injury or other loss which my minor child/ward might receive while participating in the Activities.

PARENT/GUARDIAN ACKNOWLEDGEMENT AND CONSENT

10. I acknowledge that the personal information of name, age, email and address (summary information only) may be given to NA and Nordiq Canada for use in their secure database for the sole purpose of keeping track of participation at the provincial and national levels. This information will not be given to any other organization.
11. I consent to the non-commercial use of photographs, videos and recordings taken during the Activities.
12. By printing and signing my name as parent/guardian below, I agree that I am the parent or legal guardian of the youth volunteer named below and I agree to be bound by this Legal Agreement even if I have not read the Agreement.

Event/Program: _____ Date: _____

Youth Volunteer Name*: _____ Youth Volunteer age: _____

***Youth to complete the YOUTH VOLUNTEER AGREEMENT in Appendix D.**



Appendix D: Nordiq Alberta Youth Volunteer Agreement (For Those Under 18 Years Old as of date of volunteering)

Youth Volunteer Acknowledgement:

I, _____ (youth volunteer name) **will never be alone with a minor unless my volunteer position requires me to have completed a Police Information Check.**

I understand that my acceptance as a volunteer with NA is with a clear criminal record and I will notify the NA if my status changes.

I understand my position description and will execute my duties to the best of my abilities.

I will follow all instructions given to me so that my risk of injury is reduced.

Youth Volunteer Signature: _____ Date: _____



Appendix E: Volunteer Application Form

Nordiq Alberta (Na) Volunteer Application Form

Application Date: _____

Volunteer Position Sought: _____

Name: _____

Age: _____

Home Address: _____

Phone: _____

EMPLOYMENT or education

Current or previous employer, if applicable:

Position/Title: _____

Year of Employment (starting, ending): _____

Company/Employer: _____

Address/contact: _____

SKILLS & EXPERIENCE

Special training, skills, hobbies, certifications: _____

Groups, clubs, organizational memberships: _____

Please describe your previous volunteer experience (include organization names, services):



REFERENCES

Please list two people who know you well and can attest to your character, skills, and dependability. No family members please. Suitable references include your current or last employer or someone who knows you through a volunteer position, school etc.

Name	Relationship/Organization	Length of relationship	Phone number or email

Police Information Check

If your volunteer role has direct contact with children in a supervisory role, you will be required to complete Police Information Checks. Have you ever been convicted of a crime? [If yes, please explain the nature of the crime and the date of the conviction and disposition.] Conviction of a crime is not an automatic disqualification for volunteer work.

Are you able to either provide a Police Information Check result which is not older than 12 months, or apply for a Police Information Check and disclose the result to the NA Office personnel? (If not explain why).

Please read the following carefully before signing this application:

I understand that this is an application for and not a commitment or promise of volunteer opportunity. I certify that I have and will provide information throughout the selection process, including on this application form and in interviews with NA, that is correct and complete to the best of my knowledge. I understand the NA is collecting, using and storing my personal information to establish and manage a volunteer relationship and that this information is protected by the NA privacy policy. I understand that information contained on my application will be verified by NA.

Signature of the applicant: _____ Date: _____



Appendix F – Investigation Procedure

* Indicates a section that has been adapted from the UCCMS

Determination

1. When a complaint is submitted pursuant to the Discipline and Complaints Policy, the Independent Third Party will determine if the incident should be investigated.

Investigation

2. The Case Manager will appoint an Investigator. The Investigator must be an independent third-party skilled in investigating. The Investigator must not be in a conflict-of-interest situation and should have no connection to either party.

3. Federal and/or Provincial/Territorial legislation related to Workplace Harassment may apply to the investigation if Harassment was directed toward a worker in a Workplace. The Investigator should review workplace safety legislation, the organization's policies for human resources, and/or consult independent experts to determine whether legislation applies to the complaint.

4. The investigation may take any form as decided by the Investigator, guided by any applicable Federal and/or Provincial/Territorial legislation. The investigation may include:

a) Interviews with the Complainant

b) Witness interviews

c) Statement of facts (Complainant's perspective) prepared by Investigator, acknowledged by the Complainant, and provided to the Respondent

d) Interviews with the Respondent

e) Statement of facts (Respondent's perspective) prepared by Investigator, acknowledged by the Respondent, and provided to the Complainant

Investigator's Report

5. Upon completion of their investigation, the Investigator shall prepare a report that should include a summary of evidence from the parties (including both statements of facts, if applicable) and recommendations from the Investigator of whether, on a balance of probabilities, a breach of the Code of Conduct and Ethics occurred.



6. *The Investigator must be aware that sport-specific differences exist with respect to such aspects as acceptable levels of touch, physical contact, and aggression during training or competition and will consider such differences during the investigative process.
7. The Investigator's Report will be provided to the Case Manager who will disclose it, at their discretion, to NA and the relevant Division Member (if applicable).
8. Should the Investigator find that there are possible instances of offence under the Criminal Code, particularly related to Criminal Harassment (or Stalking), Uttering Threats, Assault, Sexual Interference, or Sexual Exploitation, the Investigator shall advise the Complainant and NA to refer the matter to police.
9. The Investigator must also inform NA of any findings of criminal activity. NA may decide whether to report such findings to police but is required to inform police if there are findings related to the trafficking of prohibited substances or methods (as indicated in the version of the World Anti-Doping Agency's Prohibited List currently in force), any sexual crime involving Minors, fraud against NA, or other offences where the lack of reporting would bring NA into disrepute.

Reprisal and Retaliation

10. *A Participant who submits a complaint to NA or who gives evidence in an investigation may not be subject to reprisal or retaliation. Any such conduct may constitute Maltreatment and will be subject to disciplinary proceedings pursuant to the *Discipline and Complaints Policy*.

False Allegations

11. A Participant who submits allegations that the Investigator determines to be malicious, false, or for the purpose of retribution, retaliation, or vengeance (or that otherwise fall within the definition of Maltreatment) may be subject to a complaint under the terms of the Discipline and Complaints Policy and may be required to pay for the costs of any investigation that comes to this conclusion. NA or the Participant against whom the allegations were submitted, may act as the Complainant.

Confidentiality

12. The Investigator will make reasonable efforts to preserve the anonymity of the complainant, respondent, and any other party. However, NA recognizes that maintaining full anonymity during an investigation may not be feasible.



Appendix G – Anti-Doping Links and Resources

Anti-Doping and Values-Based Sport Information:

- CCES website: www.cces.ca
- True Sport website: www.truesport.ca
- CCES E-Learning: contact the CCES for additional information
- CCES Advisory Notes and Media Releases: www.cces.ca/subscribe

Substance Information:

- Global DRO: www.globaldro.com
- Contacting the CCES: 1-800-672-7775 or substances@cces.ca

Therapeutic Use Exemptions (TUEs):

- CCES Medical Exemption Wizard: www.cces.ca/mewizard
- Contacting the CCES: 1-800-672-7775 or tue-aut@cces.ca

Report Doping:

- Report Doping Hotline: 1-800-710-CCES or www.cces.ca/reportdoping

Note: Various printed resources are available. Contact the CCES for more information (education@cces.ca or 1-800-672-7775).



Appendix H – Use of Language

Below are some things to avoid when you choose your words. Keep in mind that language evolves over time. New terms and descriptions may come into use, and existing terms and descriptions may fall out of favour. While this is not an exhaustive list, it should serve as a reminder that language is important.

<p>Ableism</p>	<p>Ableism is a view or attitude that treats people without disabilities as “normal” and those with disabilities as “abnormal,” “inferior,” or “other.” Ableism can be both intentional and unintentional.</p>
<p>Negative terms related to the characteristics of disability</p>	<p>Ableism is not always intentional, but it can still be harmful. Many common words and phrases may be offensive to persons with disabilities. They may also be misleading or confusing.</p> <p>Here are some examples of ableist, negative words and possible alternatives:</p> <ul style="list-style-type: none"> ● “their response was crippled by...”: <ul style="list-style-type: none"> ○ alternatives: slowed, delayed, disrupted ● “we were blind to that...”: <ul style="list-style-type: none"> ○ alternatives: not aware of, surprised by, did not account for ● “that was tone-deaf...”: <ul style="list-style-type: none"> ○ alternatives: thoughtless, careless, ignorant ● “that’s crazy...” <ul style="list-style-type: none"> ○ alternatives: different, unexpected, unique ● “that’s so lame...”: <ul style="list-style-type: none"> ○ alternatives: boring, uninteresting, unpopular

<p>Negative terms related to the experience of disability</p>	<p>You can also find ableism in the words used to explain how people experience disability. For example, a phrase like “falling on deaf ears” could be offensive to persons with hearing disabilities even if you intend no harm. Negative language is very common.</p> <p>Consider these examples of ableist, negative language and alternatives:</p> <ul style="list-style-type: none"> ● “they suffered from blindness...”: <ul style="list-style-type: none"> ○ alternative: “they have a visual disability” ● “he was afflicted with deafness...”: <ul style="list-style-type: none"> ○ alternative: “he is a Deaf person” ● “she was confined to a wheelchair / was wheelchair-bound...”: <ul style="list-style-type: none"> ○ alternative: “she is a wheelchair user / uses a wheelchair”
<p>Stereotypical Themes of Disability</p>	<p>Ableism can also affect the kind of stories people tell or expect to be told about the lives of persons with disabilities. These stories can have themes based on assumptions about disability. They often treat persons with disabilities as “characters” rather than people. Even in real life, the stories we encounter can affect how we think of people and how we treat them.</p>
<p>Slurs and Insults</p>	<p>Do not use words or insulting terms that are known to cause harm. Some persons with disabilities might sometimes use such terms as a way to reclaim them, or to describe their own experiences. Your consultations should not introduce such language, and you should set clear standards for courtesy and respect.</p>

<p>Competing views on person-first language</p>	<ul style="list-style-type: none"> · “Person-first” language: Instead of saying “disabled persons,” we say, “persons with disabilities.” · Person-first language may also involve using a phrase like “a person with a mobility disability” instead of “an immobilized person.” Another example would be saying “a person with low vision” rather than a “low-vision person.” This kind of phrasing avoids identifying a person with any disability they might have. A person with a disability may have different views of its meaning or significance in their lives. · At the same time, not all persons with disabilities prefer person-first language. You may notice that some individuals, experts, and organizations do not talk about disability the same way. Some might think person-first language places too little emphasis on disabilities that are important parts of their lives. Others might find person-first language involves too much awkward grammar and phrasing.
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2. Below is a list of general words about disability to use or avoid. The words on the left are passive, victim words. The words on the right respect disabled people as active individuals with control over their own lives.

<p>Avoid</p>	<p>Use</p>
<p>(the) handicapped, (the) disabled</p>	<p>disabled (people)</p>
<p>afflicted by, suffers from, victim of</p>	<p>has [name of condition or impairment]</p>
<p>confined to a wheelchair, wheelchair-bound</p>	<p>wheelchair user</p>
<p>mentally handicapped, mentally defective, retarded, subnormal</p>	<p>has a learning difficulty or impairment with learning difficulties/impairments</p>

cripple, invalid	disabled person
Spastic	person with cerebral palsy
able-bodied	non-disabled
mental patient, insane, mad	person with a mental health condition/issue
deaf and dumb; deaf mute	deaf, user of American sign language
the blind	people with visual impairments; blind people; blind and partially sighted people
An epileptic, diabetic, depressive, etc	person with epilepsy or someone who has epilepsy
dwarf; little person	someone with restricted growth or short stature
fits, spells, attacks	Seizures